

The Area Study Workbook

A Practical, Step-by-Step Guide to Building Knowledge of Your
Community in Just One Year.

A Euramerican National Assembly Publication

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Introduction: Your Year of Proactive Advantage

The family is gathered around the dinner table, the evening news murmuring from the television in the living room. The story is a familiar one, a variation on a theme we've all grown accustomed to: a distant wildfire is tinting the afternoon sky a hazy orange; a cyberattack has snarled shipping ports three states away; officials are warning of "potential disruptions" to the energy grid due to an unexpected weather front.

There is no immediate danger, no siren in the street. There is only a low, persistent hum of anxiety. It is the feeling of being a passive observer to complex forces, a spectator watching a game whose rules you don't fully understand. You scroll through an endless feed of headlines, expert opinions, and furious arguments. You are flooded with an ocean of data, yet you haven't a single drop of actionable intelligence. You feel a growing sense of paralysis, a frustrating helplessness that comes from not having a system, not having a plan.

What if you could change that?

What if you could move from being a passive victim of circumstance to an informed actor? What if you could see the second and third-order effects of an event before they happen? What if you could replace that vague fear of the unknown with a quiet confidence grounded in concrete knowledge?

You can. The power to do so lies not in owning more gear or building a taller fence, but in cultivating your single most powerful weapon: a superior understanding of your environment. This workbook is your guide to forging that understanding. It is your year-long mission to seize the proactive advantage.

The Mission: Forging the Area Study

At the heart of this mission is a powerful, professional-grade tool called the **Area Study**. But to truly grasp its value, you must first understand what it is not. An Area Study is not a scrapbook of news clippings or a binder stuffed with printed maps. It is not a random collection of facts. These are merely the raw materials.

Imagine a master chef. In their pantry, they have high-quality ingredients: vegetables, spices, proteins, and grains. This is **data**. A novice cook might be able to list every item, and this list would be **information**. But the chef possesses a deeper knowledge. They understand how a particular spice will complement a protein, how a specific cooking time will alter a vegetable's texture, and how to combine all these elements into a cohesive, flavorful dish. The chef possesses a holistic, functional understanding of the system. This is **intelligence**.

This workbook is your year-long apprenticeship in becoming that chef for your own community. It will teach you the systematic process of transforming raw data into life-saving intelligence. You will progress through the hierarchy of knowledge:

- **Data** is an unprocessed fact. *Example: The population of our county is 50,000.*
- **Information** is processed data that answers basic questions. *Example: The population has grown by 15% in the last decade, primarily in the northern suburbs.*
- **Intelligence** is analyzed information that provides a predictive, actionable understanding. *Example: The rapid, unchecked population growth is straining the outdated Miller Bridge, making it a critical chokepoint that would become impassable within 30 minutes of a mass evacuation order.*

The engine that drives this transformation from information to intelligence is a simple but relentless two-word question: “**So what?**” This is the core analytical question you will learn to ask until every fact yields its true meaning. The ultimate goal of your Area Study is to build a functional mental model of your environment, allowing you to anticipate change and make better, faster decisions when seconds count.

The Project Plan: Taming the Elephant in 52 Bites

Let’s be clear: creating a comprehensive Area Study is a monumental undertaking. The sheer scope of the project—analyzing everything from topography and infrastructure to political fault lines and economic vulnerabilities—is enough to intimidate even the most dedicated individual. Trying to do it all at once is a recipe for failure, leading to burnout and an incomplete, disorganized product.

This is where this workbook’s unique structure becomes your greatest asset. We will approach this task not as a hobby, but as a formal project. Think of this book as your personal project manager in a box. We will use a proven management technique called a **Work Breakdown Structure (WBS)** to tame this beast. We will take the entire, seemingly impossible task of an Area Study and deconstruct it into 52 discrete, manageable, and sequential weekly assignments. We will, as the saying goes, eat the elephant one bite at a time.

This year-long process is designed to do more than just help you complete a project; it’s designed to build a sustainable habit of mind. This is a marathon, not a sprint. The weekly rhythm creates a powerful sense of momentum. Each small, completed task builds upon the last, turning a daunting goal into a simple, repeatable routine.

By the end of these 52 weeks, you will not have just “finished a book.” You will have personally *produced* a tangible, invaluable asset—a comprehensive intelligence binder tailored to your specific area. More importantly, you will have cultivated the disciplined mindset of an analyst.

Your Intellectual Toolkit: Professional-Grade Frameworks

You will not be embarking on this mission empty-handed. This workbook will equip you with the same battle-tested, professional-grade frameworks used by military planners and intelligence agencies around the world, adapted for your civilian needs.

- **The Blueprint: The Intelligence Cycle.** This is the logical, four-phase process that will guide our work: **1. Plan, 2. Collect, 3. Analyze, and 4. Produce.** It is the repeating cycle that ensures our efforts are focused, efficient, and result in a useful final product. It is the *how* of our project.
- **The Filing Cabinet: The PMESII-PT Framework.** To deconstruct the staggering complexity of your environment, we will use this comprehensive toolkit. It organizes our analysis into eight distinct domains: **Political, Military, Economic, Social, Information, Infrastructure, Physical Environment, and Time.** This framework is our intellectual filing cabinet, ensuring we examine our community from every angle and avoid dangerous blind spots. It is the *what* of our project.

You need no prior experience in intelligence or analysis. This workbook is designed to make these powerful concepts accessible, practical, and immediately applicable, regardless of your background.

How to Use This Workbook for Maximum Success

This is an active, hands-on guide. Its value is directly proportional to the effort you invest. To ensure your success over the next year, follow this simple workflow.

First, before you even begin Week 1, acquire a sturdy, 3-inch 3-ring binder and a set of tab dividers. Alternatively, create a master "Area Study" folder on your computer with a clear sub-folder structure. This **binder** is the repository for your project; it is where all your work will live. This **workbook** is your guide and project plan; the **binder** is the product you will build.

Each week, you will tackle a new chapter. The structure is always the same:

- **Objective:** Your clear, concise mission for the week.
- **Background:** The essential context—the "why" behind the task.
- **This Week's Task:** A step-by-step checklist of your assignments.
- **Deliverable:** The tangible output—a map, a fact sheet, a list—that you will produce and place in your binder.
- **Program Manager's Note:** An insider tip to enhance your analysis or avoid a common pitfall.

This is not a book you read; it is a plan you execute. The true value lies in *doing the work* and producing the weekly deliverable. Set aside two to three hours each week for this project. Schedule it on your calendar like any other important commitment.

Finally, a crucial note on your mindset: your role is that of a dispassionate intelligence collector. Your personal opinions and political biases are irrelevant. Your mission is to see the world as it *is*, not as you wish it were or fear it to be. Objectivity is the bedrock of good intelligence.

Your Destination: Becoming the "Local Expert"

Picture yourself one year from now. You drive through your town, but you see it with new eyes. You don't just see a bridge; you see a critical chokepoint and know its structural limitations. You don't just see a new housing development; you see its second-order effects on traffic, infrastructure, and the local political landscape. You don't just see a protest; you understand the ideological fault lines, the key players, and the historical context that led to this moment.

You will have fundamentally transformed your relationship with your environment. You will have replaced that vague, free-floating anxiety with a calm, confident awareness built upon a foundation of specific, credible risks that you can now plan for and mitigate.

By completing this year-long project, you will earn the title of "local expert." This is not a title of arrogance, but of quiet competence. For your chosen Area of Operations—your home, your family, your community—you will be the single most reliable source of integrated, multi-domain intelligence. You are the one who has done the homework. You are the one who understands not just *what* is happening, but *why* it is happening, and what is likely to happen next. This expertise is the bedrock of true resilience and self-reliance.

A Final Word Before We Begin: Your Commitment

Embarking on this 52-week journey is a deliberate act. It is a commitment you make to yourself, your family, and your community. It is a promise to be proactive, not reactive. It is a choice to prioritize preparation over panic, and knowledge over fear.

The journey of a thousand miles begins with a single step. The journey to mastering your environment begins right now, by turning this page and starting Week 1.

Your year of proactive advantage begins now. Let's get to work.

Part 1: Quarter 1 - Foundations & The Physical Domain

Week 1: Why Knowledge is Power

Objective: To understand the OODA Loop decision-making model and to define your personal motivation for this year-long project by creating a mission statement.

Background

In any contest, from a simple board game to the stark reality of a crisis, the winner is almost always the one who can make better decisions, faster. But what allows one person to consistently out-think and out-maneuver another? The answer is a superior understanding of the environment.

This principle was brilliantly codified by one of the 20th century's greatest military strategists, U.S. Air Force Colonel John Boyd. While training fighter pilots, Boyd was obsessed with a single question: in a dogfight between two pilots with identical aircraft, why does one consistently win? His answer was a revolutionary concept he called the **OODA Loop**, a simple yet profound model for decision-making under pressure.

Boyd argued that every rational person goes through a four-stage cycle when responding to a situation:

1. **Observe:** You gather raw data from your surroundings. You see the flashing lights, hear the siren, read the alert on your phone. This is the raw input phase.
2. **Orient:** This is the most critical and often-overlooked step. You analyze the raw data and synthesize it with your previous knowledge, experience, and cultural biases to build a mental model of the world. It is in the orientation phase that you recognize threats, identify opportunities, and begin to make sense of chaos.
3. **Decide:** Based on your orientation—your current best picture of reality—you decide on a course of action.
4. **Act:** You execute your decision.

The results of your action then create a new set of observations, and the loop begins again, sometimes in a matter of seconds. Boyd's genius was in recognizing that victory belongs to whoever can cycle through their OODA Loop faster and more effectively than their opponent. By getting "inside" their decision cycle, you present them with a rapidly changing environment to which they can no longer adapt. They become confused, their actions become irrelevant, and they collapse.

While born in air combat, the OODA Loop is a universal key to success. Crucially, the power of the entire loop hinges on the quality of its first two stages. You cannot make a good decision based on poor observation. You cannot act effectively with a flawed orientation.

This brings us to the core purpose of this entire workbook. **The Area Study you are about to build is a tool designed to give you a permanently superior Orientation.**

When a crisis strikes, most people begin frantically trying to Observe and Orient at the same time, struggling to make sense of a chaotic flood of new information. But by doing the work over these next 52 weeks, you will have already done the heavy lifting. Your binder will be a pre-packaged, high-quality orientation to your environment. You will already know the key terrain, the critical chokepoints, the major players, and the most likely scenarios. This knowledge allows you to process events faster, make better decisions, and act with a clarity and confidence that is simply unavailable to the unprepared.

This Week's Task: Creating Your Project Mission Statement

Every successful project begins with a clear and compelling purpose. Before we dive into maps and data, we must first establish *why* you are undertaking this year-long commitment. A well-defined mission statement will be your North Star, the anchor that keeps you focused and motivated when the work becomes challenging.

Step 1: Reflect on Your "Why." On a separate piece of paper, spend ten minutes brainstorming the answers to these questions. Don't filter, just write. * What specific anxieties or uncertainties about the future prompted you to pick up this book? * Who are you responsible for protecting and providing for? (Yourself, spouse, children, parents, group members) * What does "preparedness" and "self-reliance" mean to you personally? * What is the worst-case scenario that would result from being unprepared and uninformed?

Step 2: Define Your End State. Imagine it is 52 weeks from now. You have successfully completed this workbook and assembled your Area Study binder. What does that success look like and feel like? What capabilities do you now possess? (e.g., "I can confidently plan an evacuation," "I understand the real threats to my community," "I feel a sense of calm competence instead of anxiety.")

Step 3: Draft the Statement. Using your reflections, draft a mission statement using a simple but powerful structure: **"My mission is to [ACTION] in order to [PURPOSE] so that I can [OUTCOME]."**

- *Weak Example:* "My mission is to learn about my town." (Lacks purpose and outcome)
- *Strong Example:* "My mission is to systematically create a comprehensive Area Study in order to gain a deep, functional knowledge of my environment, so that I can protect my family and make superior decisions during a crisis."

- *Another Strong Example:* "My mission is to dedicate myself to this year-long project in order to transform my abstract fears into a clear intelligence picture, so that I can lead my community group with confidence and competence."

Step 4: Refine and Finalize. Reread your draft. Make it more concise. Make it more powerful. This statement is for you. Ensure it resonates with your deepest motivations.

Deliverable

A finalized, one-to-three sentence mission statement. Write this statement on the provided workbook page below. Then, write it again on an index card and place it in the clear front sleeve of your new Area Study binder. It will be the first thing you see every time you begin your weekly task.

Program Manager's Note

Welcome to Week 1. You have just taken the most important step. A year can feel like a long time, and there will be weeks when your motivation wanes or life gets in the way. This is normal for any long-term project. Your mission statement is the antidote. It is not a trivial exercise; it is the documented source of your purpose. When you feel your focus drifting in Week 27, you will come back to this page and reconnect with the "why" that you are establishing today. Purpose is the ultimate fuel. Let's start with a full tank.

Workbook: My Area Study Mission Statement

Use the space below to brainstorm and draft your mission statement. Write your finalized version in the box at the bottom.

Drafting & Notes:

My Final Mission Statement

Week 2: Defining Your Battlefield

Objective: To establish the geographic scope of your study by defining and mapping your Bullseye, Area of Operations (AO), and Area of Interest (AI).

Background

You cannot study everything. An attempt to know every detail about an entire state or region is a recipe for failure, leading to a massive collection of shallow, disconnected data. To be effective, an analyst must first define their focus. In professional intelligence, this is done by establishing clear geographic boundaries. This critical step channels your limited time and energy where they matter most, preventing you from getting lost in irrelevant information.

For this, we will use two key concepts: the **Area of Operations (AO)** and the **Area of Interest (AI)**.

- The **Area of Operations (AO)** is the specific, defined geographic area where you primarily live, work, and operate. This is your core focus, the ground you must come to know in intimate, granular detail. It's where you will expend the vast majority of your research efforts.
- The **Area of Interest (AI)** is the broader region that contains things that can influence or affect your AO. You do not need the same level of detail for your AI, but you must understand the major factors within it that could impact your life. An event in your AI—like a protest that shuts down a major city, a political decision made at the state capital, or an industrial accident at a plant 50 miles upriver—can have direct and immediate consequences inside your AO.

The easiest way to visualize this relationship is the “**Bullseye Concept**.” Imagine a target with three concentric rings:

- **The Bullseye:** At the absolute center is your primary location—your home, your farm, your place of business. This is your anchor point in the world.
- **The First Ring:** Surrounding the bullseye is your **Area of Operations (AO)**. This is where you need deep, detailed knowledge. This is your primary focus for the next 51 weeks.
- **The Outer Ring:** This represents your **Area of Interest (AI)**. As you move further from the center, the required level of detail decreases significantly. You don't need to know every street name in a city 100 miles away, but you do need to know that the city exists and that its major highway connects to your AO.

This Bullseye Concept is a powerful tool for prioritizing your work. It is the first and most important step in focusing your *Observation* so you can build a relevant *Orientation*.

This Week's Task: Drawing Your Lines on the Map

This week, you will create the foundational map that defines the scope of your entire project.

Step 1: Obtain Your Base Maps. You will need two maps to start. * A regional map (e.g., a printout of your county and the surrounding counties). * A broader state-level map. You can get these from a state's Department of Transportation website, print them from an online mapping service, or even use a physical road atlas. Don't worry about detail yet; we just need to see the main political boundaries and highways.

Step 2: Define and Mark Your Bullseye. This is the easiest step. On your regional map, place a star or a prominent dot on the location of your home or primary property. This is the center of your universe for this project.

Step 3: Define and Draw Your Area of Operations (AO). This is the most critical decision you will make this week. Your AO should be large enough to be meaningful but small enough to be manageable. Ask yourself: * Where do I and my family spend 90% of our time (work, school, shopping, appointments)? * What is the geographic area I would need to be able to navigate effectively during a localized crisis? * Common boundaries include your home county, your county plus the adjacent counties, a specific suburban sprawl, or a defined radius (e.g., 25 miles) from your bullseye.

Once you have a clear definition, use a thick marker to draw a **solid line** on your regional map, clearly delineating the border of your AO.

Step 4: Define and Draw Your Area of Interest (AI). Now, switch to your state-level map. Think bigger. Ask yourself: * Where is the nearest major metropolitan area? Where is the state capital? * Are there any major military bases, nuclear power plants, or critical industrial centers within a 150-mile radius? * What major interstates, rail lines, or rivers flow from the AI into my AO?

Your AI does not need to be a perfect circle. It might be a lopsided shape that includes a major city to the east and a mountain range to the west. Use a highlighter or a dashed line to sketch out the general boundaries of your AI on your state map.

Deliverable

1. A regional map with your Bullseye and a clearly drawn, labeled **Area of Operations (AO)**. Place this in a sheet protector at the very front of your "Physical Domain" section in your binder.
2. A state map with your **Area of Interest (AI)** roughly sketched and labeled.
3. On the workbook page below, write a one-sentence definition for your AO and AI, with a brief justification for the boundaries you chose.

Program Manager's Note

In the world of project management, the number one cause of project failure is "scope creep"—letting the boundaries of the project expand uncontrollably until it becomes an unmanageable mess. The work you have done this week is called **scoping**. You have put a fence around your project. This is the single most important step to ensuring you can successfully complete your mission over the next year.

Don't worry about getting it perfect. These boundaries are not set in stone; they are a starting point. As your study evolves, you may find you need to slightly expand or shrink your AO. That's fine. For now, you have a defined battlefield, a clear area of focus that will prevent wasted effort and guide all your future research. You have successfully narrowed your field of observation.

Workbook: Defining My Geographic Boundaries

Use the space below to write your definitions and justifications for your AO and AI.

My Area of Operations (AO): * **Definition:** (e.g., "My AO consists of Liberty County and the southern half of Jefferson County.") * **Justification:** (e.g., "This area contains my home, my workplace, my children's schools, and our primary and secondary evacuation routes to my brother's house.")

My Area of Interest (AI): * **Definition:** (e.g., "My AI covers the entire state, with a special focus on the Founders City metro area to the east and the state capital to the west.") * **Justification:** (e.g., "Political decisions from the capital and civil unrest or major transport disruptions from Founders City are the most likely external events to impact my AO.")

Week 3: The Intelligence Cycle & PMESII-PT

Objective: To understand the two core frameworks that will guide our project—the Intelligence Cycle and the PMESII-PT model—and to build the physical and digital organizational system for your Area Study.

Background

Every successful, complex project runs on two things: a proven process and a logical structure. A chef follows a recipe. An architect uses a blueprint. For our mission, we will use two powerful, professional-grade frameworks that will transform your effort from a random collection of facts into a coherent intelligence product.

Our Blueprint: The Intelligence Cycle

The Intelligence Cycle is the fundamental process, the "operating system" that will run in the background for the next year. It is a simple, logical, and continuous loop that ensures our work is focused and effective. It consists of four distinct phases:

1. **Planning & Direction:** This is where we are now. Before we start collecting data, we must first decide what we actually need to know and why. This phase is about asking the right questions to guide our research.
2. **Collection:** This is the legwork. Once we have a plan, we begin systematically gathering the raw data from a wide variety of sources. This will be the focus of the next three quarters.
3. **Processing & Analysis:** This is the intellectual core of the cycle. It is where we organize the raw data and, most importantly, ask "So what?" to transform it into finished intelligence.
4. **Production & Dissemination:** The final phase is creating a product that is clear, concise, and useful—the Area Study binder itself—and sharing it with those who need it (your family or group).

This workbook is designed to walk you through this entire cycle, providing the plan, guiding the collection, and teaching the analysis needed to produce a final, high-quality product.

Our Toolkit: The PMESII-PT Framework

If the Intelligence Cycle is our process, the PMESII-PT framework is our organizational structure. Pronounced "Pee-Messy-Pee-Tee," this acronym stands for **Political, Military, Economic, Social, Information, Infrastructure, Physical Environment, and Time.**

Think of it as a set of eight filing cabinets. As we collect data throughout the year, each piece of information will have a logical home. This prevents us from ending up with a chaotic pile of notes and ensures we look at our area from all angles, preventing dangerous analytical blind spots.

Here is a quick overview of what goes in each "cabinet":

- **(P)olitical:** Who is in charge? (Government, leaders, laws, influential groups)
- **(M)ilitary:** Who controls the instruments of force? (Law enforcement, emergency services, military presence)
- **(E)conomic:** What makes the area run? (Major employers, industries, logistics, vulnerabilities)
- **(S)ocial:** How do the people live and interact? (Demographics, culture, social divisions, extremist groups)
- **(I)nformation:** How does knowledge move? (Media, emergency alerts, rumors, propaganda)
- **(I)nfrastructure:** What are the man-made systems that sustain life? (Roads, power grid, water, communications)
- **(P)hysical Environment:** What is the nature of the terrain? (Topography, water, climate, weather)
- **(T)ime:** How does time impact the situation? (Daily rhythms, seasonal changes, historical context)

By using this framework, we will build a holistic, integrated picture of your environment, which is the very definition of a superior orientation.

This Week's Task: Building Your Project Headquarters

This week, your task is entirely hands-on. We are building the physical and digital "scaffolding" that will house all the valuable data you collect over the next year. Do not skip this step. A robust organizational system is the single best defense against project failure.

Task A: Assemble the Physical Binder 1. Acquire a sturdy, 3-inch, 3-ring binder. This will be the tangible product of your year's work. 2. Acquire a pack of at least 10 tab dividers. 3. Label your tabs precisely as follows. This structure will neatly organize our PMESII-PT data and provide sections for our analysis and plans. * Tab 1: **Executive Summary** * Tab 2: **Physical Environment** * Tab 3: **Infrastructure** * Tab 4: **Social** * Tab 5: **Information** * Tab 6: **Political** * Tab 7: **Military / Law Enf.** * Tab 8: **Economic** * Tab 9: **(Time - integrated)** (*Note: Time is a variable that affects all other domains, so it doesn't get its own section but will be integrated throughout. This tab is a placeholder/reminder.*) * Tab 10: **Appendices** (For maps, contact lists, etc.)

Task B: Create the Digital Binder 1. On your computer, create one master folder. Name it "[Your AO Name] Area Study". 2. Inside this master folder, create the following sub-folders. Numbering them this way is a professional technique that forces them to stay in the correct order, regardless of your

computer's sorting preferences. * **01_Executive_Summary** * **02_Physical_Environment** * **03_Infrastructure** * **04_Social** * **05_Information** * **06_Political** * **07_Military_LE** * **08_Economic** * **09_Appendices**

This dual physical-digital system gives you the best of both worlds. The digital binder is easy to update, search, and backup. The physical binder is your go-to reference in a grid-down scenario where power and internet are unavailable.

Deliverable

1. A fully assembled physical 3-ring binder with ten clearly labeled tab dividers, ready to be filled.
2. A complete, correctly named, and numbered digital folder structure on your computer.

Program Manager's Note

This week may feel like simple administrative work, but it is the foundational step that makes everything else possible. You have just built your project headquarters. You have created a clean, organized, and logical system to manage the immense amount of information you are about to collect. A messy desk leads to a messy mind. A disorganized folder leads to a disorganized analysis.

By taking the time to build this structure now, you have ensured that when you need a critical piece of information in Week 38, you will know exactly where to find it. You are not creating a data dump; you are building a professional intelligence file. With our project now scoped and structured, we are ready to begin our first collection task next week.

Workbook: Project Structure Confirmation

Use this space to check off your tasks as you complete them.

Physical Binder Checklist: * ☐ 3-inch, 3-ring binder acquired. * ☐ 10 tab dividers acquired. * ☐ All 10 tabs have been labeled according to the list in "This Week's Task." * ☐ Your Mission Statement from Week 1 is in the front cover sleeve.

Digital Binder Checklist: * ☐ Master folder created on computer. * ☐ All 9 sub-folders have been created. * ☐ All sub-folders are numbered and named correctly.

Notes or Reminders:

Week 4: The OSINT Mindset

Objective: To adopt the mindset of an intelligence collector, learn a framework for evaluating sources, and build your digital OSINT toolkit.

Background

Our mission is powered by a methodology known as **Open-Source Intelligence (OSINT)**. The term may sound like something from a spy movie, but the concept is simple and powerful. OSINT is the disciplined craft of finding, gathering, and analyzing information from publicly and legally available sources to produce actionable intelligence. It is not hacking, spying, or any other illicit activity. It is the skill of navigating the vast ocean of public data—from government reports and news articles to social media posts and public records—with purpose and precision.

Success in OSINT is less about technical wizardry and more about cultivating a specific mindset. Over the next year, you will learn to think like a professional intelligence collector. This involves three key shifts in your thinking:

1. **Be Patient and Persistent:** OSINT is rarely about a single, brilliant search query that unlocks a secret. More often, it is a slow, methodical process of discovery. One piece of information leads to another. A name in an article leads to a public record, which reveals a new location to investigate. Think of yourself as a detective following a trail of digital breadcrumbs.
2. **Think About the Source:** Before you search for a piece of information, ask yourself: “*Who would be responsible for creating, collecting, or publishing this type of data?*” If you need to know about a proposed housing development, don’t just google the development’s name. Think: “Which government agency approves zoning changes?” This will lead you directly to the County Planning Department’s website—a far more authoritative source than a random blog.
3. **Maintain Objectivity:** A good collector is a neutral observer. Your goal is to understand your environment *as it is*, not as you wish it were or fear it to be. This is especially critical when researching politically or ideologically motivated groups. Your personal agreement or disagreement with a group’s philosophy is irrelevant. Your task is to dispassionately catalog their stated goals, observed activities, and capabilities. Bias is the enemy of good intelligence.

Your Most Important Filter: The C.R.A.A.P. Test

In the modern world, the challenge isn’t finding information; it’s finding *reliable* information. The internet is awash with opinion, speculation, outdated facts, and deliberate disinformation. To protect the integrity of your Area Study, every piece of data you collect must be rigorously vetted. A simple and

effective framework for this is the **C.R.A.A.P. Test**. Before you add any piece of data to your binder, mentally check it against these five criteria:

- **C - Currency:** How timely is the information? (When was it published? Is it outdated?)
- **R - Relevance:** How important is it for your needs? (Does it directly answer one of your questions?)
- **A - Authority:** Who is the source of the information? (Are they an expert? What are their credentials?)
- **A - Accuracy:** How reliable and truthful is the content? (Can you verify it with a second, independent source?)
- **P - Purpose:** Why does this information exist? (Is it meant to inform, persuade, sell something, or spread propaganda?)

Applying this test will become second nature. It is the mental filter that will keep your Area Study grounded in reality and free from distortion.

This Week's Task: Building Your Digital Toolkit

This week, we will create the digital headquarters for our collection efforts. You will create a master bookmark folder in your web browser and populate it with the high-value, authoritative sources we will return to again and again.

Step 1: Create the Master Folder. Open your preferred web browser (Chrome, Firefox, Safari, etc.). Find the "Bookmarks" menu and select "Bookmark Manager" or a similar option. Create a new folder and name it "**OSINT Resources**".

Step 2: Add Foundational National-Level Sources. Find the following websites and add each one to your new "OSINT Resources" folder. These are the bedrock of any U.S.-based area study. * **U.S. Census Bureau:** data.census.gov * **U.S. Geological Survey (USGS):** usgs.gov/the-national-map * **FEMA Flood Map Service Center:** msc.fema.gov

Step 3: Find and Add Your Key State & Local Sources. This requires a bit of searching. Find and bookmark the following websites specific to your AO. * **Your State's Department of Transportation (DOT):** Search for "[Your State Name] Department of Transportation." * **Your County's GIS Portal:** This is a goldmine. Search for "[Your County Name] GIS Portal" or "[Your County Name] Property Mapper." * **Your County's Official Government Website:** Search for "[Your County Name] Official Website." * **Your City/Town's Official Government Website:** If you live in an incorporated city or town, find and bookmark its official site.

Deliverable

A new "OSINT Resources" bookmark folder in your web browser, populated with at least seven key national, state, and local websites that will serve as the foundation for your future research.

Program Manager's Note

Excellent work. You have now established your digital collection headquarters and learned the crucial skill of source evaluation. This bookmark folder is more than just a convenience; it's a professional tool. By building a repository of trusted, authoritative sources, you create efficiency and discipline in your work. When you need a fact, your first instinct will now be to go to one of these primary sources, not to cast a wide, unreliable net on a generic search engine.

The C.R.A.A.P. test is your new mental software. Run it constantly. It is the quality control system that will ensure the binder you build over the next year is a credible, reality-based intelligence product, not a collection of rumors. With our project scoped, structured, and now tooled-up, we are ready to begin our first major collection effort. Next week, we build our Base Map.

Workbook: My OSINT Toolkit Checklist

Use this space to confirm you have bookmarked your key resources. Add any other useful sites you discover during your search.

Bookmark Checklist: * ☐ "OSINT Resources" folder created. * ☐ U.S. Census Bureau bookmarked. * ☐ USGS National Map bookmarked. * ☐ FEMA Flood Map Service Center bookmarked. * ☐ My State DOT website bookmarked. * ☐ My County GIS Portal bookmarked. * ☐ My County Official Website bookmarked. * ☐ My City/Town Official Website bookmarked.

Other Resources I Found:

Week 5: Creating Your Base Map

Objective: To create a high-quality, large-format base map of your Area of Operations (AO) that will serve as the geographic foundation for all future analysis.

Background

Intelligence is a spatial discipline. Nearly every piece of data we collect, from the location of a power substation to the site of a political protest, has a geographic component. To understand the complex relationships within your environment, you must first be able to see them. The base map is the single most important tool for achieving this visualization.

Think of your base map as the canvas upon which you will paint your intelligence masterpiece. It is the stage upon which the entire drama of your environment—its physical terrain, its critical infrastructure, its social dynamics—will unfold. A good base map is not cluttered; it is clean and clear, providing the essential geographic context upon which all other information will be layered in the coming weeks. At a minimum, it should clearly show:

- Major road networks (interstates, highways, primary county roads)
- County and city/town boundaries
- Major water features (rivers, lakes)
- Key landmarks

While digital maps are invaluable for research, there is no substitute for a large, physical map that you can hang on a wall or spread out on a table. A physical map allows you to see the entire AO at once, to draw on it, to use transparent overlays, and to work with it even when the power is out. It moves your study from an abstract concept on a screen to a tangible, interactive tool. This week, we build that tool.

This Week's Task: Producing Your Large-Format AO Map

Your mission is to produce one high-quality, large-format map of the Area of Operations you defined in Week 2. This will likely require using an online tool to create a digital file and then having it printed at a commercial print shop.

Step 1: Choose Your Mapping Tool. Go to your "OSINT Resources" bookmark folder from last week. Here are your best options for creating a high-quality map file: * **Option A (Gold Standard): Your County GIS Portal.** This is often the best choice. It will have the most accurate and detailed local data, and you can often turn different "layers" on or off to create a clean, customized map showing exactly

what you need. * **Option B (Professional's Choice): The USGS National Map.** The USGS "National Map Viewer" is a powerful tool that allows you to create detailed maps, including topographic features. It may take a few minutes to learn, but the quality is excellent. * **Option C (Visualization Powerhouse): Google Earth Pro.** This free desktop application is excellent for creating a visually rich map. *Pro Tip: Ensure you have the right labels turned on (Roads, Places, Borders) for clarity before you export the image.*

Step 2: Define and Frame Your View. In your chosen tool, zoom and pan until your entire Area of Operations is clearly visible and centered on the screen. Leave a little "breathing room" around the edges of your AO boundary. Ensure the map shows the key features listed in the Background section above.

Step 3: Export and Print. You now need to save this view as a high-resolution file. Look for an "Export," "Save Image," or "Print to PDF" option. Save the file as a JPG, PNG, or PDF to your computer's "09_Appendices" folder. * Next, find a local office supply store (like Staples, Office Depot) or a print shop that offers large-format printing. * Take your saved map file to the store (on a USB drive or by emailing it to them) and ask them to print it. A good size to start with is 24" x 36" (a standard poster size).

Step 4: Protect Your Asset. This map is a long-term investment. To protect it from wear and tear, consider having the print shop laminate it. Alternatively, you can place it in an inexpensive poster frame. This will allow you to write on the surface with dry-erase markers.

Deliverable

1. One large-format (e.g., 24"x36"), printed base map of your entire Area of Operations.
2. The digital file (PDF, JPG, etc.) of this map, saved in your digital binder's "09_Appendices" folder.

Program Manager's Note

This week's task required more logistical effort than previous weeks, but the payoff is immense. You now possess the single most important visual aid for your entire project. This map is not just a reference; it is an active workspace. It is the tool that will allow you to see the hidden spatial relationships between a flood zone and a power station, or between a protest route and a traffic chokepoint.

From this point forward, nearly every piece of data we collect will find a home on this map, either directly or through the overlays we will create. You have successfully moved from defining your battlefield in the abstract to creating a tangible, working model of it. You haven't just printed a map; you have built the canvas for your intelligence masterpiece.

Workbook: Base Map Production Log

Use this space to track the completion of your base map.

Base Map Checklist: * ☐ Mapping tool selected (GIS, USGS, Google Earth, etc.). * ☐ Map view framed to cover the entire AO. * ☐ Digital map file exported and saved to my "09_Appendices" folder. * ☐ File sent to a print shop. * ☐ Large-format map printed. * ☐ Map has been protected (laminated, framed, etc.).

Production Notes: * **Printing Location:** _____ * **Cost:**

_____ * **Final Dimensions:**

_____ * **Other Notes:**

Week 6: Mastering Topography

Objective: To analyze the topography of your Area of Operations, identifying the key features that control movement, observation, and drainage, and to mark them on your base map.

Background

If the base map is our canvas, topography is the first, most fundamental layer of paint. Topography is the study of the shape and features of the land's surface—its hills, valleys, slopes, and flatlands. Before a single road was paved or a single house was built, the terrain existed. It is the most permanent and powerful variable in any environment, and it dictates everything that comes after.

For our purposes, topography is strategically vital for three reasons:

1. **It dictates movement.** A gentle slope can be traversed by any vehicle; a steep ravine can stop a 4x4 truck in its tracks. The terrain fundamentally channels and restricts how people and goods move across the landscape.
2. **It dictates observation.** High ground offers a commanding view. From a single hilltop, one can observe movement and activity for miles in every direction. Understanding who can see what is a cornerstone of security planning.
3. **It dictates drainage.** Water always flows downhill. Low-lying areas are naturally vulnerable to flooding and can become impassable swamps after heavy rain.

Your goal this week is to move beyond the flat, two-dimensional view of a standard road map and begin to see your AO in three dimensions. You must learn to read the lay of the land not as a resident, but as a strategist.

To do this, we will use our digital OSINT tools to analyze elevation. On traditional USGS topographic maps, elevation is shown with **contour lines**. Where the lines are close together, the terrain is steep. Where they are far apart, it is flat. On modern tools like Google Earth Pro and County GIS portals, this is often made even easier with 3D views and color-coded elevation layers.

This Week's Task: Reading the Lay of the Land

This week, you will use your digital tools to analyze your AO's topography and transfer that critical data onto your physical base map.

Step 1: Open Your Digital Toolkit. Have your key mapping tools ready: * **Google Earth Pro:** This is your best tool for this task. The ability to tilt the view and see the landscape in 3D is invaluable for developing a true feel for the terrain. * **USGS TopoView or The National Map:** Use these to find a classic topographic map of your AO. * **Your County GIS Portal:** Check if it has an "elevation" or "topography" layer.

Step 2: Identify the High Ground. Using your digital tools, scan your entire AO and identify the 5 most significant high points (hills, peaks, or ridges). These are potential key observation posts. For each one, note its name (if it has one) and its approximate elevation.

Step 3: Identify the Low Ground. Now, find the 5 most significant low-lying areas. These are often river valleys, basins, or large, flat plains. These areas are potential flood zones and collection points for people and resources. Note their locations.

Step 4: Trace the Ridgelines. A ridgeline is a continuous line of high ground. Look for the long "spines" of the hills in your area. These often form natural corridors of movement and observation.

Step 5: Identify Areas of Steep Terrain. Look for places where the elevation changes dramatically over a short distance (on a topo map, this is where the contour lines are packed tightly together). These are significant obstacles that will inhibit or stop vehicle movement.

Step 6: Transfer Your Data. Now, turn to your large-format physical base map. Using a fine-tipped permanent marker (or a wet-erase marker if it's laminated), begin marking these features. * Use a small triangle symbol (▲) for the high points. * Use a small circle (○) for the low points. * Use a dashed line (---) to sketch out the major ridgelines. * Use a simple shading or cross-hatching pattern (///) to mark areas of very steep terrain.

Deliverable

1. Your large-format base map, now marked up with the key topographical features of your AO (high points, low points, ridgelines, and steep terrain).
2. The list of these features, with any relevant notes, recorded in the workbook section below.

Program Manager's Note

Fantastic work. Your base map is no longer just a reference; it is now an analytical tool. The marks you made this week are not just a geography lesson; they represent the permanent, unchangeable "bones" of your strategic environment.

From this moment on, you will see your AO differently. You will understand that the new cell tower was built on a specific hill for a reason (observation). You will see that the main highway was routed through a specific valley for a reason (easiest movement). You will recognize that certain neighborhoods are more vulnerable than others simply because of their elevation. This 3D mental model is the absolute foundation of situational awareness. Every piece of infrastructure and every social pattern we study in the coming weeks is built upon the terrain you analyzed today.

Workbook: Topographical Features Log

Use this space to list the key features you identified this week before marking them on your map.

Top 5 High Points (Potential Observation Posts): 1. Name/Location: _____
Elevation: _____ Notes: _____ 2. Name/Location: _____
Elevation: _____ Notes: _____ 3. Name/Location: _____
Elevation: _____ Notes: _____ 4. Name/Location: _____
Elevation: _____ Notes: _____ 5. Name/Location: _____
Elevation: _____ Notes: _____

Top 5 Low Points (Potential Collection/Vulnerable Areas): 1. Name/Location: _____
Notes: _____ 2. Name/Location: _____
Notes: _____ 3. Name/Location: _____
Notes: _____ 4. Name/Location: _____
Notes: _____ 5. Name/Location: _____
Notes: _____

Major Ridgelines & Areas of Steep Terrain (Obstacles): * Ridgeline: _____
* Steep Terrain Area: _____

Week 7: Mapping the Water (Hydrography)

Objective: To analyze the hydrography of your AO, understanding water as both a critical resource and a formidable obstacle, and to create an overlay mapping waterways and critical flood zones.

Background

Water is the currency of life, but on the strategic landscape, it is also a powerful and unforgiving force. A comprehensive understanding of your area's hydrography—the science of its surface waters—is critical for both survival and planning. Water is a dual-use feature: it is a resource that sustains, and an obstacle that divides.

As a **resource**, knowing the location of rivers, lakes, streams, and ponds is essential for any contingency plan. These are your potential secondary sources of drinking water (with proper filtration) when the tap runs dry.

As an **obstacle**, water is even more significant. Rivers and large lakes are the most formidable natural obstacles on any map. They carve up the terrain, stopping movement and funneling all traffic onto a handful of man-made chokepoints: bridges and dams. The entity that controls these crossings, controls all movement.

Furthermore, water poses a direct threat in the form of flooding. A flash flood or a slow river rise can make roads impassable, cut off entire neighborhoods, and destroy critical infrastructure. To understand this threat, we will use the official data from the Federal Emergency Management Agency (FEMA). FEMA produces detailed maps of the "**100-year flood plain**," which is the area that has a 1% or greater chance of being inundated by floodwaters in any given year. This is a non-negotiable piece of intelligence for assessing risk.

This week, we will create our first analytical overlay. This is a sheet of transparent plastic that lies on top of your base map, allowing us to layer different types of data and see their critical relationships.

This Week's Task: Creating the Hydrography Overlay

Your mission is to create a transparent overlay that maps the key water features and flood risks in your Area of Operations.

Step 1: Prepare Your Overlay. Get a sheet of clear acetate or a transparent sheet protector that fits your large-format base map. Place it securely over your map. You will also need fine-tipped permanent markers in at least two different colors (blue and red are recommended).

Step 2: Map the Water Bodies. Using your base map as a guide, take your **blue marker** and trace all significant rivers, streams, and the shorelines of any lakes or reservoirs within your AO onto the transparent overlay. Your base map will show the major features. For more detail on smaller streams, consult the USGS map you bookmarked.

Step 3: Access the FEMA Flood Hazard Data. Go to your "OSINT Resources" bookmark folder and open the **FEMA Flood Map Service Center** (msc.fema.gov). * In the search bar, enter your county or a specific address in your AO. * The service will generate a map showing the flood plains. The areas shaded in blue or labeled with "Zone A" or "Zone AE" are typically the 100-year flood plains—these are your primary areas of concern.

Step 4: Transfer the Flood Zone Data to Your Overlay. This is a critical step. Using your **red marker**, carefully and accurately shade in the 100-year flood plain areas onto your transparent overlay. Pay close attention to how the flood zones follow the riverbanks and fill in low-lying areas.

Deliverable

1. One "Hydrography" overlay, showing all major water bodies in blue and the 100-year flood plains shaded in red. Place this overlay and its corresponding data sheet in the "Physical Environment" section of your binder.
2. A list of key observations you made during this process, recorded in the workbook section below.

Program Manager's Note

You have just added a layer of profound strategic importance to your study. The real power of this overlay will become apparent over the next few weeks as we begin to add infrastructure data. This is your first opportunity to conduct true **cross-domain analysis**.

Take a moment and look at your work. Do the flood plains you just drew cover any major roads? Do they touch the abutments of any key bridges? Now, look at the topographical features you marked last week. You will see a perfect correlation: the lowest-lying areas are the ones now shaded in red. You are beginning to see the environment as an interconnected system. This process of layering different types of data to reveal hidden relationships, risks, and vulnerabilities is the very essence of intelligence analysis. You are no longer just collecting facts; you are starting to connect the dots.

Workbook: Hydrography Analysis & Observations

Use this space to check off your tasks and log your key findings.

Hydrography Checklist: * ☐ Overlay sheet prepared. * ☐ All major water bodies traced in blue. * ☐ FEMA flood data accessed and reviewed. * ☐ 100-year flood plains shaded in red on the overlay.

Key Observations: * **Critical Infrastructure in a Flood Zone:** (e.g., "The downtown police station and the main electrical substation are both located entirely within the 100-year flood plain.")

_ * **Key Roads Crossing Waterways/Vulnerable to Flooding:** (e.g., "State Highway 12, a potential alternate evacuation route, runs directly through the flood plain for 3 miles.")

_ * **Neighborhoods or Areas Most at Risk:** (e.g., "The entire 'Green Valley' subdivision is in a high-risk flood zone.")

_ * **Other Notes:**

Week 8: Climate & Severe Weather

Objective: To analyze the long-term climate patterns and short-term severe weather risks of your AO, and to create a predictive Climate Calendar to guide your annual planning.

Background

There's a classic saying among strategists: "Climate is what you expect; weather is what you get." You must plan for both. **Climate** refers to the long-term, predictable patterns of your region—the average temperature in July, the annual snowfall, the timing of the seasons. **Weather** is the short-term, specific atmospheric condition you face on any given day. A failure to understand these patterns can be catastrophic.

This is more than just knowing whether to pack an umbrella. A severe weather event is a powerful force that impacts every other domain of your Area Study. * A blizzard doesn't just bring snow; it makes roads (**Infrastructure**) impassable, causes power outages (**Infrastructure**), and disrupts the flow of goods (**Economic**). * A hurricane doesn't just bring wind; its storm surge can flood entire communities, overwhelming emergency services (**Military/LE**) and creating public health crises (**Social**). * A prolonged drought can devastate the local agricultural base (**Economic**) and create conditions ripe for wildfires that threaten homes and lives.

Your goal this week is to define the specific atmospheric "threat profile" for your Area of Operations. By understanding the predictable challenges of your climate, you can move from reacting to the weather to proactively anticipating its strategic effects. This knowledge allows you to prepare for the most likely scenarios *before* they happen, which is a fundamental advantage.

This Week's Task: Creating Your Climate Calendar

Your mission is to research the climate data for your AO and consolidate it into a single, at-a-glance planning tool. This "Climate Calendar" will become a key reference for your logistical and contingency planning throughout the year.

Step 1: Gather Your Baseline Climate Data. Go to your "OSINT Resources" bookmark folder. Your primary source for this step will be the National Weather Service (**weather.gov**) or NOAA (**noaa.gov**). * Search for the "Climate" section on your local NWS forecast office's website. * Find the "Climate Normals" or "Monthly Averages" for the weather station nearest to your AO. * For each month of the year, record the **average high temperature**, **average low temperature**, and **average precipitation** (this will include both rain and melted snow).

Step 2: Identify Your Severe Weather Profile. Every region has its own unique set of severe weather risks. Based on your location, identify the top 2-3 most likely and/or most dangerous threats. Common examples include: * Tornadoes & Severe Thunderstorms * Hurricanes & Tropical Storms * Blizzards & Ice Storms * Wildfires * Droughts & Heat Waves * Major Flooding (often tied to seasonal rain or snowmelt)

Step 3: Determine the "Peak Season" for Each Threat. A threat is most dangerous when it is most likely. For each of the severe weather risks you just identified, research its typical "peak season" in your AO. For example, in the Midwest, the peak for tornadoes is typically April through June. On the Gulf Coast, the peak for hurricanes is August through early October.

Step 4: Build Your Climate Calendar. Using the template on the next page, create your one-page calendar. * Fill in the average temperature and precipitation data for each month. * In the box for each month, write in any severe weather threats that are in their peak season (e.g., write "PEAK TORNADO SEASON" in the boxes for April, May, and June).

Deliverable

A one-page "Climate Calendar" for your Area of Operations, detailing monthly average temperatures, precipitation, and the peak seasons for your area's most significant severe weather threats. Place this document in the "Physical Environment" section of your binder.

Program Manager's Note

The calendar you created this week is one of the most proactive tools you will build. It is a predictive document that allows you to get "left of bang"—to anticipate and prepare for a threat long before it materializes.

How do you use it? You let it guide your own preparedness schedule. Looking at your calendar, you now know that you should service your generator and check your fuel stores in the summer, well before the peak blizzard season in February. You know that you should review your evacuation routes and clear brush from around your home before the peak of wildfire season.

This is the proactive advantage in action. You are using intelligence—knowledge of established patterns—to schedule your actions for maximum effect. You are no longer simply reacting to a forecast; you are preparing based on the predictable rhythm of your climate.

Workbook: My Area of Operations Climate Calendar

Top 3 Severe Weather Threats for my AO: 1.

_____ 2.

_____ 3.

January	February	March
Avg High: ____° / Avg Low: ____°	Avg High: ____° / Avg Low: ____°	Avg High: ____° / Avg Low: ____°
Avg Precip: ____"	Avg Precip: ____"	Avg Precip: ____"
Threats:	Threats:	Threats:
April	May	June
Avg High: ____° / Avg Low: ____°	Avg High: ____° / Avg Low: ____°	Avg High: ____° / Avg Low: ____°
Avg Precip: ____"	Avg Precip: ____"	Avg Precip: ____"
Threats:	Threats:	Threats:
July	August	September
Avg High: ____° / Avg Low: ____°	Avg High: ____° / Avg Low: ____°	Avg High: ____° / Avg Low: ____°
Avg Precip: ____"	Avg Precip: ____"	Avg Precip: ____"
Threats:	Threats:	Threats:
October	November	December
Avg High: ____° / Avg Low: ____°	Avg High: ____° / Avg Low: ____°	Avg High: ____° / Avg Low: ____°
Avg Precip: ____"	Avg Precip: ____"	Avg Precip: ____"
Threats:	Threats:	Threats:

Week 9: Transportation - Primary Routes & Chokepoints

Objective: To map the primary transportation arteries of your AO and, most critically, to identify every single chokepoint that constricts the flow of movement.

Background

If the physical environment is the skeleton of your AO, then the transportation network is its circulatory system. These man-made arteries and veins—the roads, highways, and bridges—are what allow people and vital goods to move. When these arteries are flowing freely, society functions. When they become blocked, modern life grinds to a halt. In a crisis, the functionality of this network is paramount; a single blocked road can be the difference between a successful evacuation and a catastrophic failure.

This week, we begin our analysis of **Infrastructure**, starting with the most visible components: **Primary Routes**. These are the main arteries of your AO, the interstates and major state or federal highways designed to move the most traffic the fastest. They are the default routes for commerce, commuting, and, critically, for mass evacuations. Their very efficiency is their primary vulnerability; in any large-scale emergency, they are the first roads to become hopelessly clogged.

Even more important than the roads themselves are the points where movement is constricted. These are known as **chokepoints**. A chokepoint is any natural or man-made feature that funnels traffic and limits freedom of movement. The most common and critical examples are **bridges and tunnels**.

Think about it: a four-lane highway is useless if it leads to a two-lane bridge that has been damaged or blocked. That single bridge becomes a massive point of failure for the entire network. Identifying these chokepoints is not just an academic exercise; it is one of the most important threat and vulnerability assessments you will conduct.

This Week's Task: Creating the Transportation Overlay

Your mission is to create a new transparent overlay that maps the primary road network and, most importantly, identifies every single bridge and tunnel within your Area of Operations.

Step 1: Prepare Your New Overlay. Get a new sheet of clear acetate or a transparent sheet protector. Place it securely over your large-format base map. You will need permanent markers in two different colors (a thick black or blue marker for routes and a bright red one for chokepoints are recommended).

Step 2: Map the Primary Routes. Using your **black or blue marker**, carefully trace all the primary routes onto the transparent overlay. This includes all interstates and major U.S. or state highways that run through your AO. Your base map is your primary guide, but you can cross-reference it with the State DOT map you bookmarked in Week 4 for greater accuracy.

Step 3: The Chokepoint Hunt. This is the main effort for the week. Using your **red marker**, meticulously scan your entire AO map. Your goal is to identify and mark **every single bridge and tunnel**. * Look for where roads cross over the rivers and streams you mapped in Week 7. * Look for highway overpasses and underpasses. * Look for any marked tunnels. * Use a consistent, clear symbol to mark each chokepoint. A small red circle (○) or an 'X' works well. Be thorough. Even a small bridge on a county road can become a critical asset if the main highway is blocked. You can use your digital mapping tools (Google Earth, County GIS) to zoom in and verify locations.

Deliverable

1. A new "Transportation" overlay showing all primary routes and every identified bridge and tunnel marked as a chokepoint. Place this overlay in the "Infrastructure" section of your binder.
2. A list of what you assess to be the top 5 most critical chokepoints in your AO, recorded in the workbook section below.

Program Manager's Note

You have just created the most important overlay for contingency planning. Now, for the moment of truth. Take your new Transportation overlay and physically place it *on top of* your Hydrography/Flood Zone overlay from Week 7.

What do you see?

Are any of your critical red chokepoint circles located inside a red flood zone? Is the only bridge leading to a specific neighborhood vulnerable to being washed out? Does a major highway run parallel to the river, making it susceptible to flooding for its entire length?

This is what we mean by cross-domain, multi-layered analysis. You are no longer seeing a road map and a flood map; you are seeing a single, integrated system with clear vulnerabilities. The points where the red marks on one layer overlap with the red marks on another are your highest priority risks. You are now mapping failure points, which is the essential first step to building plans that won't fail.

Workbook: Critical Chokepoint Log

Use this space to list what you assess to be the 5 most critical transportation chokepoints in your AO and why.

1. **Chokepoint Location/Name:** (e.g., "Miller Bridge on State Hwy 12") **Why it's Critical:** (e.g., "It's the only river crossing in the entire northern half of the county. If it's blocked, all traffic is cut off.")

—

2. **Chokepoint Location/Name:** _____ **Why it's Critical:** _____

3. **Chokepoint Location/Name:** _____ **Why it's Critical:** _____

4. **Chokepoint Location/Name:** _____ **Why it's Critical:** _____

5. **Chokepoint Location/Name:** _____ **Why it's Critical:** _____

Week 10: Transportation - Secondary & Tertiary Routes

Objective: To expand your transportation analysis by mapping key secondary and tertiary routes, and to verify the viability of a potential alternate route through direct physical reconnaissance.

Background

Last week, we mapped the primary arteries of your AO. These interstates and major highways are designed for efficiency, but in a crisis, this efficiency leads to predictable failure. When an evacuation is ordered or a major incident occurs, these routes will be the first to become gridlocked parking lots. A plan that relies solely on the interstate is not a plan; it is a fantasy.

True resilience comes from having options. This week, we begin building those options by mapping the "back ways"—the secondary and tertiary routes that weave through your AO.

- **Secondary Routes:** These are the state highways and major county roads. They are typically slower than primary routes but offer crucial alternatives that bypass major population centers and the chokepoints we identified last week. They are the backbone of any solid alternate evacuation plan.
- **Tertiary Routes:** These are the local streets, gravel roads, farm lanes, and even unimproved trails. They are your last-ditch options when all other routes are compromised. They are often slow and may be poorly maintained, but they can be invaluable for short-range movement or bypassing a specific, localized blockage.

However, a line on a map is not a guarantee of a viable route. Maps are often outdated or lack critical details. A road shown on a map could be washed out, gated and locked, or have a low-clearance bridge that your vehicle cannot pass under. This is why the most critical step in transportation analysis is **physical reconnaissance**. You must get out of your chair and put your own eyes on the route. The intelligence you gather from a one-hour drive—the "ground truth"—is more valuable than a hundred hours of online research.

This Week's Task: Mapping and Driving the Back Roads

Your mission this week is two-fold: first, to update your transportation overlay with key secondary and tertiary routes, and second, to conduct your first official route reconnaissance.

Step 1: Update Your Transportation Overlay. Get your "Transportation" overlay from last week. Choose a new color or line style (e.g., a dashed green line) to differentiate secondary and tertiary routes from the primary routes you've already mapped. Using your digital mapping tools, identify and trace

the key secondary and tertiary roads that could serve as bypasses or alternate routes. Focus on routes that connect key locations without relying on the major highways.

Step 2: Plan Your Reconnaissance Drive. Identify one potential alternate route you want to investigate. A good choice would be a route from your home (your Bullseye) to a major highway on the edge of your AO, using only secondary roads. Plot this route on a separate map or in a GPS app.

Step 3: Conduct the Drive. Physically drive the entire route. This is an active intelligence-gathering mission, not a casual Sunday drive. Pay close attention to your surroundings. Take notes (or have a passenger take notes) on the following: * **Road Condition:** Is it paved, gravel, or dirt? Is it well-maintained or full of potholes? Is it wide enough for two-way traffic? * **New Chokepoints:** Did you discover any new, unmarked bridges, narrow underpasses, or sharp turns that could cause a bottleneck? * **Resources:** Where are the gas stations? Are there any small stores or other potential assets? * **Cell Service:** Are there any significant "dead zones" where you lose cell service? * **Potential Hazards:** Are there areas prone to flooding (look for water marks on trees), rockslides, or with poor visibility?

Step 4: Document Your Findings. As soon as you return, fill out a "Route Reconnaissance Card" using the template on the next page. This captures your ground truth in a standardized format.

Deliverable

1. Your updated "Transportation" overlay, now showing key secondary and tertiary routes.
2. One completed "Route Reconnaissance Card" documenting your findings from the drive. File this in the "Appendices" section of your binder.

Program Manager's Note

Congratulations. You have just taken a massive leap from being a map-reader to being a true intelligence collector. The knowledge you gained on your drive is priceless. It is a perfect example of ground truth—real-world, verified information that cannot be gleaned from a computer screen. You now know, with 100% certainty, whether that line on the map represents a viable escape route or a dangerous dead end.

This process of reconnaissance is the foundation for the formal P.A.C.E. (Primary, Alternate, Contingency, Emergency) planning we will conduct in Quarter 4. The recon card you filled out today is the first building block of that robust plan. The simple act of driving these routes separates the amateur prepper from the serious analyst. Very few people in your community possess this level of granular, verified knowledge about their own environment.

Workbook: Route Reconnaissance Card

Fill this card out immediately after completing your reconnaissance drive.

ROUTE DESIGNATOR: (e.g., Alternate Route West, County Line Backroad)

DATE OF RECON: _____

FROM: _____ **TO:** _____

TOTAL DISTANCE (miles): _____ **EST. TRAVEL TIME (Normal Traffic):** _____

Key Observations & Notes: *(Log specific points of interest, hazards, or important resources by mile marker or landmark)*

• **Location/Mile Marker:** _____ **Observation:**

• **Location/Mile Marker:** _____ **Observation:**

• **Location/Mile Marker:** _____ **Observation:**

• **Location/Mile Marker:** _____ **Observation:**

• **Location/Mile Marker:** _____ **Observation:**

Overall Route Assessment: *(Summarize your findings. Is the route viable? What are the biggest risks?)*

• **Overall Road Condition:** _____

• **Cell Service Quality:** _____

• **Final Assessment (Viable / Not Viable / Viable with Caution):** _____

• **Justification:** _____

Week 11: The Energy Grid

Objective: To map the fundamental components of the electrical grid in your AO and AI, identifying the power plants, transmission corridors, and critical substations that power your community.

Background

Flick a switch, and the lights come on. It's a miracle of modern life that we take completely for granted. But the complex, fragile, and often vulnerable system that delivers that power—the energy grid—is perhaps the most critical piece of infrastructure in our society. Without electricity, the modern world stops. Communications fail, pumps stop delivering water, fuel stations cannot dispense gasoline, and food spoils.

To understand the grid's vulnerabilities, you must first understand its three basic components:

1. **Generation (Power Plants):** This is where electricity is created. These are large industrial facilities—powered by coal, natural gas, nuclear, or hydro (dams)—that are often located in your Area of Interest (AI), sometimes hundreds of miles away.
2. **Transmission (High-Voltage Lines):** Once generated, electricity is sent over long distances through large, high-voltage transmission lines. You see these as the massive steel towers marching across the landscape, carrying thick cables through wide, clear-cut corridors.
3. **Distribution (Substations):** Before the power can be used in your home, it must be "stepped down" to a lower voltage. This happens at an **electrical substation**. These are the fenced-in facilities you see in your community, filled with transformers, switches, and circuit breakers. **Substations are the most critical and vulnerable nodes in your local grid.** They are the nerve centers that distribute power to entire neighborhoods or sections of your AO. A single point of failure at a substation can plunge thousands of homes into darkness.

This week, we will map this flow of power. By understanding the physical locations of these key components, you can begin to assess the resilience of your local grid and identify its most significant points of failure.

This Week's Task: Mapping the Flow of Power

Your mission is to create a new overlay that maps the key energy infrastructure serving your Area of Operations.

Step 1: Prepare Your "Energy Grid" Overlay. Get a new sheet of clear acetate or a transparent sheet protector. Place it securely over your base map. You will need markers of a few different colors or a set of distinct symbols to represent the different components.

Step 2: Identify Power Plants (The Source). Go to your "OSINT Resources" bookmark folder and find the website for the **U.S. Energy Information Administration (EIA)**. The EIA has detailed interactive maps of the nation's energy infrastructure. * Use the maps to identify the major power plants located within your Area of Interest (AI) that likely supply power to your AO. * On your overlay, mark the location of these plants with a large, distinct symbol (e.g., a lightning bolt).

Step 3: Trace the Transmission Lines (The Arteries). Now, turn to satellite imagery. **Google Earth Pro** is the best tool for this. * Find the power plants you just identified. Visually trace the large, high-voltage transmission lines as they leave the plant and head toward your AO. * Look for the wide, clear-cut paths they carve through forests and fields. Follow these corridors as they cross your AO. * Using a colored marker (e.g., yellow), draw lines on your overlay to represent these major transmission corridors.

Step 4: Locate the Substations (The Nerve Centers). This is the most important part of your local analysis. Use satellite imagery to scan your AO, paying close attention to where the major transmission lines lead. * Look for fenced-in, open-air facilities, usually on gravel, filled with electrical equipment. They are often located in industrial areas or near major road intersections. * Once you locate a potential substation on the map, you can often verify it by using the "Street View" feature or by physically driving past the location. * Using a new symbol (e.g., a square ■), mark the location of every substation you can find within your AO on your overlay. Pay special attention to the one that likely serves your immediate neighborhood.

Deliverable

1. A new "Energy Grid" overlay showing the locations of key power plants, major transmission corridors, and all identified electrical substations in your AO. Place this overlay in the "Infrastructure" section of your binder.
2. A log of the key energy infrastructure you identified, recorded in the workbook section below.

Program Manager's Note

Take a moment for a critical analytical exercise. You have just created another powerful layer of intelligence. Now, let's see what it reveals. * Place your new **Energy Grid** overlay on top of your **Hydrography/Flood Zone** overlay. Is a critical substation—perhaps the only one serving your town—located inside the 100-year flood plain? * Now, add your **Transportation** overlay. Do major transmission lines cross a key highway, creating a potential failure point if a tower were to come down?

This is how you move from simply mapping things to understanding systems and assessing risk. The knowledge you've gained this week is directly actionable. You no longer just know that the power might go out; you now have a visual understanding of the specific physical nodes that could fail, which directly informs your personal decisions about backup power, generators, and other preparations.

Workbook: Energy Infrastructure Log

Use this space to list the key components you identified and mapped this week.

Primary Power Plant(s) Serving My AO/AI: 1. Name/Location:

_____ **Type (Coal, Nuclear, Hydro, etc.):** _____

Key Electrical Substations in My AO: *(Prioritize the ones that are largest or closest to your home)*

1. **Substation Location:** (e.g., "Corner of Main St. & Industrial Dr.") **Notes:** (e.g., "Appears to serve my entire neighborhood. Located next to the river.")

—

2. **Substation Location:** _____

Notes: _____

3. **Substation Location:** _____

Notes: _____

Overall Grid Vulnerability Assessment: *(Based on your overlay analysis, what is the single biggest vulnerability you see in your local grid?)*

Week 12: Fuel Infrastructure

Objective: To identify and map the bulk fuel storage and distribution infrastructure in your AO/AI, including storage terminals, pipeline routes, and propane facilities.

Background

While the electrical grid is a critical vulnerability, its failure is often survivable in the short term. The systems that run on liquid fuels, however, are what keep society moving and heated. Our transportation network runs on gasoline and diesel. Many homes, especially in rural areas, rely on propane for heating and cooking. When the supply of these fuels is disrupted, the impact is immediate and severe.

Most people think of fuel availability only in terms of their corner gas station. But that gas station is just the final link in a long and complex supply chain. The retail station typically holds only a few days' worth of inventory, which is replenished by tanker trucks that drive from a central distribution point. This central point is the **bulk fuel storage terminal** or "**tank farm**."

These facilities are the true center of gravity for your area's fuel supply. They are massive industrial sites with dozens of enormous storage tanks that hold millions of gallons of gasoline, diesel, and jet fuel. They are typically supplied by pipelines or rail and serve as the primary distribution hub for an entire region. A disruption at one of these terminals—whether from a natural disaster, an industrial accident, or a deliberate act—would have a cascading effect, causing every gas station in your AO to run dry within days.

Mapping this less-visible layer of our energy infrastructure is a critical step in understanding the true resilience of your community and informing your own fuel storage plans.

This Week's Task: Mapping the Fuel Supply Chain

Your mission is to add key fuel infrastructure data to your "Energy Grid" overlay. We are looking for the large-scale facilities, not individual gas stations.

Step 1: Identify Bulk Fuel Terminals. This can be challenging as these facilities are not always prominently marked on consumer maps. We will use our OSINT mindset. * **Think Like a Collector:** Where would fuel be delivered in bulk? Usually near major transportation arteries. Start by using satellite imagery (**Google Earth Pro**) to scan industrial areas near major highway interchanges, rail yards, or ports (if you are in a coastal/riverine area). * **What to Look For:** Search for clusters of large, cylindrical, floating-roof storage tanks, often surrounded by earthen berms. Look for the tanker truck loading racks, which look like large, covered gas station pumps for semi-trucks. * **Company Names:**

The facilities are often run by major oil companies (Shell, BP, Marathon) or specialized logistics companies (e.g., Kinder Morgan, Buckeye Partners). Searching for these names plus your AO/AI can yield results. * **EIA Maps:** The U.S. Energy Information Administration (EIA) website also has layers showing the locations of some of these terminals. * Once located, mark each bulk fuel terminal on your "Energy Grid" overlay with a distinct symbol (e.g., a fuel drop).

Step 2: Trace Major Pipelines. The EIA's energy maps are the best source for this. * Using the EIA's interactive map, identify any major petroleum or natural gas pipelines that pass through your AO/AI. * On your overlay, use a colored dashed line (e.g., a brown --- line) to sketch the general routes of these pipelines. You do not need perfect accuracy; the goal is to understand the general corridor they occupy.

Step 3: Locate Bulk Propane Dealers. Especially in rural areas, large propane storage facilities are a key piece of the energy infrastructure. * Do a simple web search for "bulk propane suppliers [Your County Name]." * Look for the suppliers that have their own large, white, cylindrical storage tanks on site, not just the small retail offices. * Mark the location of these large propane facilities on your overlay with a different symbol (e.g., a small 'P').

Deliverable

1. Your updated "Energy Grid" overlay, now showing the locations of bulk fuel storage terminals, major pipeline corridors, and bulk propane facilities.
2. A list of the key fuel infrastructure facilities you identified, recorded in the workbook section below.

Program Manager's Note

This week you peeled back another layer of the infrastructure onion, revealing a system that is largely invisible to the average person. Look at your updated overlay. You can now see the complete energy picture for your AO, from the power plants that generate electricity to the tank farms that supply fuel.

Now, conduct another cross-domain check. * Are any of these critical fuel terminals located in your red flood zones? * Do the major pipelines cross any areas of steep terrain that might be prone to landslides? * How close are these facilities to major population centers or other critical infrastructure? A fire at a fuel terminal is a major hazardous materials incident.

The knowledge you've gained directly informs your personal planning. You now understand that the resilience of your local gas station is tied directly to the functionality of a terminal that might be 50 miles away. This understanding provides a powerful justification for your own long-term fuel storage plan, moving it from a "just-in-case" idea to a logical and necessary preparation based on a clear-eyed assessment of systemic vulnerability.

Workbook: Fuel Infrastructure Log

Use this space to list the key fuel facilities you identified this week.

Bulk Fuel Storage Terminals (Gasoline/Diesel): 1. **Location:** (e.g., "Industrial Park, South of Founders City") **Supplying Company (if known):** _____
Notes: (e.g., "Appears to be the primary terminal for the entire region. Supplied by rail.")

—

Major Pipeline Corridors Through My AO/AI: 1. **Pipeline Name/Type:** (e.g., "Colonial Pipeline / Petroleum") **General Route:** (e.g., "Runs diagonally from SW to NE across the eastern part of the county.")

—

Bulk Propane Storage Facilities in My AO: 1. **Company & Location:** (e.g., "AmeriGas Bulk Plant, north of Independence") **Notes:** (e.g., "Largest propane facility in the county. Serves residential and agricultural customers.")

—

Overall Fuel Supply Vulnerability Assessment: *(What is the biggest risk to your area's fuel supply based on your mapping?)*

Week 13: Q1 Review & Consolidation

Objective: To pause, review, and organize all data collected in the first quarter, ensuring your binder is clean and your analysis is clear before proceeding to the next phase of the project.

Background

In any major construction project, there are critical inspection points. Before the builders pour the concrete for the second floor, an inspector verifies that the foundation is solid, the rebar is correctly placed, and the initial structure is sound. To build upon a weak or disorganized foundation is to guarantee future failure.

This week is our first scheduled project inspection. We have spent the last three months laying the foundational layers of our Area Study: defining our mission, scoping our battlefield, and mapping the tangible, physical world of our AO. Before we begin adding the complex layers of the human domain, we must ensure our foundation is solid.

A quarterly review is a non-negotiable best practice in professional project management. It is the disciplined habit of pausing the forward momentum of collection to consolidate your gains, organize your materials, and synthesize your understanding. This process prevents "project debt"—the accumulation of small bits of disorganization that will slow you down and create confusion later.

By taking the time this week to review and organize, you are cementing the knowledge you've gained and preparing your project for the increased complexity to come. You are ensuring the "foundation" of your study is ready to bear the weight of the stories that will be built upon it.

This Week's Task: Your First Project Inspection

Your mission is to conduct a top-to-bottom review of all the work you have completed in Quarter 1.

Step 1: Lay Out Your Materials. Clear a large table or floor space. Lay out your entire project: this workbook, your 3-ring binder, your large-format base map, and all the transparent overlays you have created (Hydrography, Transportation, Energy Grid).

Step 2: Conduct a Binder Review. Go through your physical binder, section by section. * Read your Mission Statement again. Does it still feel right? * Review your AO/AI maps and definitions. Are they still appropriate? * Check every worksheet and log you have filled out in this workbook. Ensure your

notes are legible and make sense. If necessary, neatly re-write them on a clean sheet of paper and file them in the binder. * Place loose pages into sheet protectors to guard against wear and tear.

Step 3: Conduct an Overlay Review. Pick up your transparent overlays and stack them on your base map in different combinations. Look for new insights. * Place the **Transportation** overlay on top of the **Energy Grid** overlay. Do major highways provide access to the critical substations, or are they isolated? * Place all three overlays (**Hydrography, Transportation, Energy**) on the map at once. This is your current, integrated picture of the physical and infrastructural landscape. Where are the points of highest risk—the places where multiple vulnerabilities overlap? * Ensure all your markings are clear, the colors are distinct, and the symbols are consistent.

Step 4: Write Your Q1 Intelligence Summary. This is your primary analytical task for the week. On the workbook page below, you will write your first intelligence report. This should be a single, dense paragraph that synthesizes your key findings from this quarter. Answer this question: **Based only on the physical terrain and critical infrastructure I have mapped so far, what are the most significant strengths and vulnerabilities of my AO?**

Deliverable

1. A fully organized and reviewed Quarter 1 section of your Area Study binder. All materials should be neat, legible, and filed in the correct sections.
2. A one-paragraph "Q1 Intelligence Summary," written below and then copied onto a new page to be placed at the very beginning of your "Physical Environment" section in your binder.

Program Manager's Note

Congratulations. You have successfully reached the first major milestone of this year-long project. Thirteen straight weeks of consistent, focused effort is a significant accomplishment. The habits of discipline and organization you are building now are what separate successful long-term projects from those that are abandoned in a messy pile.

The summary you wrote this week is a critical step in your development as an analyst. You have moved beyond simple collection and have produced your first piece of synthesized intelligence. You have taken disparate data points from different domains and woven them into a single, coherent picture of risk and opportunity.

Look at your map with all its overlays. It is a rich, complex document that you built from scratch. You now possess a more detailed and functional understanding of the physical and infrastructural reality of your AO than almost anyone else in your community. With this solid foundation now inspected and

certified, we are ready to begin the next phase of construction. Next week, we start populating this stage with the most complex variable of all: the human element.

Workbook: Q1 Intelligence Summary

Based on your review of all maps, overlays, and data from the past 12 weeks, write a one-paragraph summary of your key findings on the physical and infrastructural landscape of your AO.

Drafting & Notes:

Final Q1 Intelligence Summary
(Example: Liberty County's physical domain is defined by a primary vulnerability: the Freedom River, which bisects the AO and creates a single point of failure in the Miller Bridge, the only northern crossing. This vulnerability is compounded by the fact that the primary electrical substation and the bulk fuel terminal are both located within the river's 100-year flood plain. While the high ground of Patriot's Ridge offers a key strategic asset for observation and communications, the AO's overall resilience is critically undermined by the close proximity of its key transportation, energy, and fuel infrastructure to its primary natural hazard.)

Part 2: Quarter 2 - The Human Landscape

Week 14: Water & Sanitation Infrastructure

Objective: To identify and map the key components of your AO's municipal water and sanitation systems, understanding their role in public health and their potential vulnerabilities.

Background

Welcome to Quarter 2. For the last three months, we have focused on the visible, tangible world: the terrain, the roads, the power lines. Now, we begin to map the systems that more directly sustain human life. This week, we investigate the often invisible but absolutely vital infrastructure of water and sanitation.

Every day, a complex and hidden network delivers clean, potable water to your tap and safely carries away waste. This system is a miracle of modern engineering and the single greatest contributor to public health. When it fails, the consequences are swift and severe, leading to dehydration and the rapid spread of waterborne diseases like cholera and dysentery.

Like the electrical grid, this system has three primary components you must understand:

1. **Source & Treatment (The Start):** Your municipal water has to come from somewhere—typically a river, lake, or underground aquifer. It is drawn into a **Water Treatment Plant**, a large industrial facility where it is filtered and purified to make it safe for consumption. This plant is a critical single point of failure; a disruption here can compromise the safety of the entire water supply.
2. **Distribution (The Flow):** Once treated, the water is pushed through a vast underground network of pipes. This network relies on **pumping stations** to maintain pressure and **water towers** to store a ready supply and use gravity to feed it to homes and businesses. Water towers are the most visible part of the system and are key nodes in the distribution network.
3. **Wastewater Treatment (The End):** After water is used, it flows into the sanitary sewer system and is carried to a **Wastewater (or Sewage) Treatment Plant**. This facility removes contaminants before discharging the water back into the environment. Its failure can lead to a major public health and ecological crisis.

By mapping these key facilities, you gain a functional understanding of this life-sustaining system and can begin to identify its potential points of failure.

This Week's Task: Mapping the Flow of Life

Your mission is to find and map the locations of your AO's primary water and sanitation facilities. We will create a new overlay for this.

Step 1: Prepare Your "Water & Comms" Overlay. Get a new sheet of clear acetate. We will use this overlay for both water and communications infrastructure to keep our map set manageable. Place it over your base map. Choose a distinct symbol for water facilities, such as a water droplet ().

Step 2: Find the Water Treatment Plant. * **Primary Source:** The best place to start is the official website for your city or county's Public Works Department, Water Authority, or Environmental Services. They often list the facility's location. * **Secondary Source:** Search for your town's "Annual Water Quality Report." This public document is often required by law and typically names the plant where the water is treated. * **OSINT Method:** Use satellite imagery to scan the banks of the major river or reservoir that serves as your AO's water source. Look for a large industrial complex with a series of large settling ponds or basins. Mark its location on your overlay.

Step 3: Spot the Water Towers. These are the easiest components to find. * They are highly visible landmarks, often placed on high ground. * Use satellite imagery to scan your AO. The circular shadow of a water tower is easy to spot from above. * As you drive your AO, make a habit of noting their locations. Mark each water tower you find on your overlay.

Step 4: Locate the Wastewater Treatment Plant. * Refer back to the Public Works website. * Use satellite imagery. These plants are almost always located at a low elevation point, "downstream" from the main population center, and adjacent to a river for treated water discharge. Look for a series of large, circular aeration basins. Mark its location on your overlay.

Deliverable

1. A new "Water & Comms" overlay, marked with the locations of the water treatment plant, all identified water towers, and the wastewater treatment plant. File this in the "Infrastructure" section of your binder.
2. A completed log of these facilities, recorded in the workbook section below.

Program Manager's Note

This week, you've mapped a system that is utterly essential but largely ignored. Now comes the critical analysis. Take your new overlay and place it over your **Energy Grid** overlay from Week 11. * Ask yourself: Is the water treatment plant, which relies on massive electric pumps to function, served by a single, vulnerable power line? What happens to your tap water if that substation goes down?

Next, place your water overlay on top of your **Hydrography/Flood Zone** overlay. * Is the wastewater treatment plant, which is almost always next to a river, located inside the 100-year flood plain? What happens to sanitation and public health if that facility is inundated?

Answering these questions is how you build true intelligence. You are identifying cascading failure points—the second and third-order effects of a single event. This knowledge provides the direct, logical justification for your personal preparedness efforts, especially regarding water storage and robust filtration systems.

Workbook: Water & Sanitation Infrastructure Log

Use this space to list the key facilities you identified this week.

Water Treatment Plant: * Name/Location:

_____ **Water Source**
(River/Lake/Aquifer): _____ **Notes:**

Water Tower Locations: 1. Location:

_____ **2. Location:**
_____ **3. Location:**

Wastewater (Sewage) Treatment Plant: * Name/Location:

_____ **Notes:**

Overall System Vulnerability Assessment: *(What is the single biggest vulnerability you see in your area's water/sanitation system?)*

Week 15: Communications Infrastructure

Objective: To map the physical infrastructure of your AO's wireless communications network, including major cell towers and known signal "dead zones."

Background

If the energy grid is the heart of your AO and the water system is its circulation, then the communications grid is its central nervous system. It is the invisible network that carries alerts, news, and personal messages, allowing a community to receive information and coordinate a response. In a crisis, the ability to communicate is a lifeline. A functioning network allows you to receive official evacuation orders, check on loved ones, and gather real-time situational awareness. When it fails, you are isolated and information-blind.

We tend to think of communication as something that happens magically in the air, but it is entirely dependent on a fragile, physical infrastructure on the ground. For our purposes, this system has two main components:

1. **Cell Towers:** These are the most visible and critical part of the wireless network. Your cell phone's ability to make a call or access data depends on its ability to establish a line-of-sight connection with one of these towers. The placement of these towers is not random; they are strategically located, often on high ground, to provide the widest possible coverage.
2. **Fiber Optic Cables & Central Offices:** These are the hidden backbone. Cell towers are connected to the wider internet and phone system by a network of underground or aerial fiber optic cables. These cables are the information superhighways, and they all route through secure telephone company buildings called **Central Offices (COs)**.

This week, we will focus on the most practical and mappable part of this system: the cell towers. By understanding where they are—and, just as importantly, where they are *not*—you can identify the strong and weak points of your local network. The gaps in coverage, the "**dead zones**," are not random. They are a direct result of the physical terrain (hills blocking signals) and the deliberate placement of tower infrastructure.

This Week's Task: Mapping the Nervous System

Your mission is to add the key components of your communications infrastructure to your "Water & Comms" overlay.

Step 1: Access Online Mapping Tools. While you can spot cell towers as you drive, it is far more efficient to use a specialized online tool. A highly effective, crowdsourced resource is **CellMapper.net**. * Navigate to the website and use its map interface to zoom in on your Area of Operations. * You can filter by different carriers (Verizon, AT&T, etc.) to see their specific tower locations. For a general overview, you can simply view all of them.

Step 2: Map the Major Cell Towers. * Using **CellMapper.net** or a similar tool, identify the locations of the major cell towers within your AO. * Get your "Water & Comms" overlay from last week. Choose a new symbol for communications towers (e.g., a simple 'T' or a radio tower symbol) and a new color. * Carefully mark the location of each major tower on your overlay. Pay special attention to the towers located on the high ground you identified back in Week 6.

Step 3: Identify and Map the "Dead Zones." This step combines map analysis with your own personal experience. * **Analyze the Map:** Look at your overlay. Where are the large geographic gaps between towers? Look at your base map's topography. Where would the hills and ridges you mapped in Week 6 likely block the signal from the nearest tower? * **Use Your Ground Truth:** Think about your own experience. Where do your calls always drop? Where do you never have a data signal? This personal, verified knowledge is invaluable intelligence. * Using a light shading or cross-hatching pattern, mark these known or suspected dead zones on your overlay.

Deliverable

1. Your updated "Water & Comms" overlay, now showing the locations of major cell towers and shaded areas indicating known signal dead zones.
2. A completed log of your findings, recorded in the workbook section below.

Program Manager's Note

You have now mapped another critical, invisible system. The true analytical power comes from combining this information with your previous work.

First, place your **Communications** overlay on top of your **Topography** data from Week 6. You should see an immediate and obvious correlation: the towers are almost always placed on the highest available ground to maximize their line of sight. You have just visually proven the critical link between terrain and communications.

Now for the most critical check. Place your **Communications** overlay on top of your **Transportation** overlay. Carefully examine the alternate and tertiary evacuation routes you mapped in Week 10. Do any of these routes pass through the dead zones you just identified? This is a significant vulnerability. A

contingency plan that relies on you being able to make a phone call for help is a failed plan if that route has no cell service. This knowledge allows you to build a more realistic communications plan, incorporating things like satellite messengers or pre-determined rally points that don't rely on the network.

Workbook: Communications Infrastructure Log

Use this space to list your key findings from this week's analysis.

Key Cell Tower Locations: *(Identify the 2-3 towers that are most critical to your own communications, e.g., the one that serves your home or workplace)*

1. **Tower Location:** _____ **Notes:**
(e.g., "Located on Patriot's Ridge; appears to cover my entire neighborhood.")

—

2. **Tower Location:** _____ **Notes:**

Identified Signal "Dead Zones" in My AO: 1. **Location/Area:** (e.g., "The entire stretch of County Road 14 through Green Valley.") **Reason:** (e.g., "Blocked by Patriot's Ridge; no tower coverage.")

—

1. **Location/Area:** _____ **Reason:**

Overall Communications Vulnerability Assessment: *(What is the single biggest weakness in your area's communications network? Does an evacuation route have a dead zone?)*

Week 16: Health & Medical Infrastructure

Objective: To map the key health and medical facilities in your AO, including hospitals, urgent care clinics, and major pharmacies, and to assess their specific capabilities.

Background

We have spent the last several weeks mapping the systems that support modern life—roads, power, water, and communications. This week, we map the infrastructure that directly saves lives. A community's resilience is fundamentally tied to the capacity and accessibility of its health and medical system. In any crisis, from a multi-car pile-up to a natural disaster or a civil disturbance, these facilities are the front line of the response.

Knowing the location of the nearest hospital is basic knowledge. But for an analyst, a deeper understanding is required. We must assess the *capabilities* of the system. This involves understanding three distinct layers of medical response:

1. **Hospitals (Emergency & Trauma Care):** These are the core of the system, designed to handle life-threatening injuries and illnesses. The single most important piece of intelligence about a hospital is its **Trauma Level Designation**. This is a state-verified rating of a hospital's ability to treat severe traumatic injuries. A Level I Trauma Center has a full range of specialists and equipment available 24/7, while a smaller Level IV or V facility may only be equipped to stabilize a patient before transferring them to a higher-level center. Knowing the difference is a matter of life and death.
2. **Urgent Care Clinics (Intermediate Care):** These facilities are a critical secondary layer. They can handle many non-life-threatening emergencies—like sprains, cuts needing stitches, or minor illnesses—taking a significant load off hospital emergency rooms and keeping them free for more critical patients.
3. **Pharmacies (Medical Supply Chain):** These are the final link in the medical supply chain, providing essential prescription medications, first aid supplies, and over-the-counter drugs. A disruption to pharmacy operations can quickly impact the health of a large number of people.

By mapping these three layers, you move beyond simply knowing where the hospital is. You begin to understand the capacity, redundancy, and potential bottlenecks of your entire local medical response system.

This Week's Task: Mapping the Response System

Your mission is to create a new "Medical" overlay, identifying the locations and capabilities of the key health and medical facilities in your Area of Operations.

Step 1: Prepare Your "Medical" Overlay. Get a new sheet of clear acetate. Choose three distinct symbols for your facilities. For example: a cross for Hospitals (+), a circle for Urgent Care (○), and "Rx" for Pharmacies.

Step 2: Locate and Assess Hospitals. * First, use a simple web search or your base map to identify all hospitals in your AO and the nearest ones in your AI. * Next, for each hospital, find its trauma level. The best way is to search for "[Hospital Name] trauma level." This information is often on the hospital's "About Us" or "Emergency Services" web page. You can also search for your "[State Name] Department of Health trauma centers list." * On your overlay, mark the location of each hospital with your chosen symbol (+). Next to the symbol, write its trauma level (e.g., L-III, L-IV).

Step 3: Find and Map Urgent Care Clinics. * Conduct a web search for "urgent care clinics in [Your County Name]." * Mark the location of each clinic on your overlay with its corresponding symbol (○).

Step 4: Identify and Map Major Pharmacies. * Map the locations of major chain pharmacies (CVS, Walgreens, Rite Aid) as well as the pharmacies inside large grocery or big-box stores. * Identify a primary pharmacy (the one you use most often) and at least two alternates in different parts of your AO. Mark these locations with your "Rx" symbol.

Deliverable

1. A new "Medical" overlay showing the locations of all identified hospitals (with trauma levels noted), urgent care clinics, and major pharmacies. File this in the "Infrastructure" or "Social" section of your binder.
2. A completed log of your findings, recorded in the workbook section below.

Program Manager's Note

You have now mapped the infrastructure of life itself. The analytical value of this new layer is immense when combined with your previous work.

Place your new **Medical** overlay on top of your **Transportation** overlay. Look at the nearest Level I or Level II Trauma Center, which might be in your AI. Now, trace the primary and secondary routes to it. How many critical chokepoints (bridges, tunnels) must you cross to get there? What happens if that route is blocked? This analysis immediately informs which routes are viable for a medical emergency.

Now, place your **Medical** overlay on top of your **Hydrography/Flood Zone** overlay. Is the only hospital in your county located in a flood plain? Are the roads leading to it prone to flooding? You are now assessing the resilience of the medical system itself against the most likely natural hazards. This

level of insight allows you to make informed decisions about your own medical preparedness, from the level of first-aid training you seek to the specific supplies you choose to stockpile.

Workbook: Health & Medical Infrastructure Log

Use this space to list the key facilities you identified this week.

Hospitals: 1. Name & Location: _____
Designated Trauma Level: _____ 2. Name &
Location: _____ Designated Trauma
Level: _____

Urgent Care Clinics: 1. Name & Location: _____ 2. Name & Location: _____

Pharmacies (Primary & Alternates): 1. Primary: _____ 2. Alternate #1: _____
_____ 3. Alternate #2: _____

Overall Medical System Vulnerability Assessment: *(What is the single biggest weakness in your area's medical system? E.g., Lack of a high-level trauma center, all facilities in one location, poor access routes, etc.)*

Week 17: Demographics - The Statistical Foundation

Objective: To use the U.S. Census Bureau website to collect the foundational demographic data for your AO and to create a standardized "Demographic Fact Sheet."

Background

For the past four months, we have meticulously mapped the physical stage of our Area of Operations—the terrain, the roads, the power lines, and the pipes. We have built the hardware. Now, we begin to analyze the software. We are transitioning into the **Social Domain**, the study of the most complex, dynamic, and unpredictable variable in any environment: the human element.

Before we can understand a population's culture, motivations, or divisions, we must first understand its basic composition. **Demographics** provide this objective, statistical baseline. They are the "who, what, where, and how many" of your AO. These numbers are not just trivia; they are a powerful analytical tool that reveals a community's inherent strengths and vulnerabilities.

Consider the strategic importance of these key data points: * **Total Population:** How many people are competing for the same resources in a crisis? * **Age Distribution:** A community with a high percentage of children and elderly has a high "dependency ratio." This means there are more people who require care and may be less mobile in an emergency, placing a greater strain on resources and responders. * **Income and Poverty Levels:** High poverty and unemployment rates can be indicators of underlying economic stress. Stressed populations can be more volatile and less resilient in the face of a crisis. * **Racial and Ethnic Composition:** Understanding the makeup of your community is the first step toward understanding its diverse cultures, languages, and potential social fault lines.

Our goal this week is to gather this raw data dispassionately. We are not making judgments; we are simply building the statistical foundation upon which all our future social analysis will rest.

This Week's Task: Creating Your Demographic Fact Sheet

Your mission is to access the most authoritative source for demographic data and extract the key statistics for your county.

Step 1: Navigate to the U.S. Census Bureau. Go to your "OSINT Resources" bookmark folder and open the website for the **U.S. Census Bureau (data.census.gov)**. This is your primary source.

Step 2: Search for Your Area. In the main search bar, type the name of your county and state (e.g., "Liberty County, Iowa") and press Enter. This will take you to a profile page for your county with a wealth of information.

Step 3: Collect the Key Data Points. Look through the profile for the following five key statistics from the most recent survey (usually the American Community Survey 5-Year Estimates). You may need to click on different sub-sections like "People and Population" or "Income and Poverty" to find them all. * **Total Population** * **Median Age** * **Median Household Income** * **Poverty Rate** (listed as "Percentage of people in poverty") * **Race & Ethnicity** (Find the basic breakdown: White, Black or African American, Asian, Hispanic or Latino, etc.)

Step 4: Create Your Fact Sheet. Using the template on the next page, neatly record the data you have collected. This standardized sheet will be your go-to reference for the demographic profile of your AO.

Deliverable

A completed, one-page "Demographic Fact Sheet" for your Area of Operations. File this as the first page in the "Social" section of your binder.

Program Manager's Note

You have just built the statistical skeleton of the human landscape. On their own, these numbers may seem dry, but they will become incredibly powerful when we begin to combine them with our other data layers.

For example, next week we will map where the population is most densely concentrated. We can then overlay that map on our **Hydrography/Flood Zone** layer. By doing so, you will be able to move from knowing "the flood plain covers this area" to knowing "the flood plain covers an area with 15,000 residents, a median income well below the poverty line, and a high percentage of elderly." That is the difference between information and intelligence.

The numbers you collected today tell a story about your community's resilience, its resources, and its potential vulnerabilities. You have laid the essential groundwork for understanding the people who inhabit the stage you have so carefully mapped.

Workbook: Demographic Fact Sheet

Area of Operations: _____ **Data Year:** _____

Category	Statistic	Notes / Comparison to State Average
Total Population		
Median Age		
Median Household Income		
Poverty Rate (%)		
Dependency Ratio		
(Optional advanced metric: % of population under 18 + % of population over 65)		

Racial & Ethnic Composition:

Group	Percentage (%)
White	
Black or African American	
Hispanic or Latino	
Asian	
American Indian / Alaska Native	
Other / Two or More Races	

Key Analytical Observation: *(What is the single most interesting or surprising story these numbers tell you about your AO?)*

Week 18: Mapping Population Density

Objective: To visually map the population distribution of your AO, identifying areas of high and low density to understand resource strain and potential crisis points.

Background

Last week, we gathered the raw numbers—the "how many" of our AO's population. This week, we give those numbers a home on the map. We move from knowing *how many* people live in our county to seeing exactly *where* they live. This is the first and most fundamental step in mapping the **human terrain**.

Population density is a critical strategic factor. Crises are ultimately about people, and understanding where people are concentrated is key to anticipating problems. * **High-Density Areas** (cities, dense suburbs) are centers of gravity for resource consumption. In a crisis, these are the areas where food, water, and fuel will be depleted first. They are also the source of the most significant traffic during an evacuation and have a greater potential for social friction. * **Low-Density Areas** (rural, agricultural) face different challenges. While resources may be less strained, residents can be more isolated, and emergency response times are often significantly longer.

A population density map doesn't just show you where houses are; it shows you where the primary demand for services and supplies will be in an emergency. It reveals where the greatest potential for congestion lies and which areas will be most stressed when normal systems fail.

This Week's Task: Creating the Population Density Overlay

Your mission is to create a new transparent overlay that visually represents the population distribution in your Area of Operations.

Step 1: Prepare Your Materials. Get a new sheet of clear acetate for your overlay and a marker (a highlighter in a color like orange or yellow works well for shading). Place the sheet over your base map.

Step 2: Find Your Data Source. You need a map that already shows population density. You are not creating this from scratch, but rather transferring the data. * **Option A (Best): Your County GIS Portal.** This is the ideal source. Look for a "Layers" menu and see if there is an option for "Population Density," "Demographics," or "Census Tracts." This will give you the most accurate and detailed local view. * **Option B (Good): U.S. Census Bureau.** The Census Bureau's website has tools for creating

data maps. You can search for "population density map [Your County Name] census" to find visuals. *

Option C (Quick): General Web Search. Searching for "[Your County Name] population density map" may bring up a map created by a local planning department or a news organization. As long as it's from a credible source (use the C.R.A.A.P. test!), it can work for this task.

Step 3: Define and Transfer Density Levels. To keep it simple, we will use a three-tier system. *

High Density (Urban / City Centers): On your overlay, use the heaviest shading for these areas. *

Medium Density (Suburbs / Towns): Use a lighter, single-pass shading. *

Low Density (Rural / Agricultural): Leave these areas clear or use a very light stippling pattern (small dots).

Carefully transfer these shaded areas from your source map onto your transparent overlay. The goal is not perfect artistic precision but to capture the general patterns of where people are concentrated.

Deliverable

1. One "Population Density" overlay, showing the high, medium, and low-density areas of your AO. File this in the "Social" section of your binder.
2. A list of your key observations from the cross-domain analysis you will perform, recorded in the workbook section below.

Program Manager's Note

This is a moment of synthesis where your Area Study starts to come alive. The task isn't truly complete until you perform this final step. Take your new **Population Density** overlay and layer it with your previous overlays. This is where you will discover profound insights.

- Place it on top of your **Hydrography/Flood Zone** overlay. **How many people live in your highest-risk flood zones?** You now have a visual representation of the human impact of a major flood.
- Place it on top of your **Transportation** overlay. **Does the most densely populated area have only one major primary route leading out of it?** You have just identified a critical vulnerability for a mass evacuation.
- Place it on top of your **Energy Grid** overlay. **Is the substation that powers the densest neighborhood located in a vulnerable area (like a flood plain)?** You are now identifying potential cascading failures.

The observations you make during this process are pure intelligence. You are moving beyond seeing individual data sets and are now seeing a dynamic, interconnected system with clear strengths and weaknesses.

Workbook: Population Density Analysis & Observations

Use this space to log your key findings after comparing your new overlay with your previous work.

Population + Flood Zone Overlay: *(What percentage of your population lives in a high-risk flood zone? Are they concentrated in one area?)*

Population + Transportation Overlay: *(Are your most populated areas well-served by multiple evacuation routes, or are they dependent on a single chokepoint?)*

Population + Infrastructure (Energy/Water/Medical) Overlay: *(Are the critical infrastructure nodes that serve the most people located in secure, accessible areas?)*

Week 19: Culture & Religion - The Unwritten Rules

Objective: To identify the key centers of cultural and religious life in your AO, understanding them as nodes of influence, community cohesion, and potential crisis support.

Background

If demographics are the statistical "what" of a population, culture is the behavioral "why." Culture encompasses the shared beliefs, values, customs, and unwritten rules that govern how people interact. It's the invisible software that runs on the demographic hardware. Religion is often a central pillar of this cultural software, providing a strong moral framework, a powerful community network, and, most importantly for our study, physical centers of gravity.

While the broader culture of your AO can be difficult to quantify, we can analyze it by mapping its most important physical hubs. In any community, there are key gathering places that form the backbone of social life. In a crisis, these facilities and their established networks often become a critical, parallel response system, operating with or without official sanction.

Consider the strategic value of these locations: * **Religious Congregations (Churches, Mosques, Synagogues, etc.):** These are more than just places of worship. They are established networks of people with trusted leadership, a shared value system, and a pre-existing communication tree. Many have physical assets like commercial kitchens, large halls for sheltering, and a pool of organized volunteers. * **Community Centers (VFW/American Legion Posts, Masonic Lodges, Elks Lodges, etc.):** These civic and fraternal organizations represent a reservoir of organized, community-minded individuals. They often have deep roots in the local area and a strong sense of duty and service.

In a large-scale emergency, when official response systems are overwhelmed, these are the places where people will naturally turn for information, aid, and mutual support. Identifying the largest and most influential of these hubs is a critical step in understanding the true social fabric and resilience of your community.

This Week's Task: Mapping the Social Centers of Gravity

Your mission is to identify the 5 to 10 largest and/or most influential religious congregations and community centers in your Area of Operations and to create a fact sheet detailing their locations and potential capabilities.

Step 1: The OSINT Scan. How do you find these influential centers? * **Scan Local News:** Read the local newspaper's "Community" or "Religion" section. Look for churches with large, active congregations that host frequent community events (dinners, festivals, etc.). * **The "Parking Lot" Test (Direct Observation):** Drive your AO on a Friday evening, Saturday, or Sunday morning. Which places of worship have full parking lots? This is a simple but highly effective visual indicator of influence and membership size. * **Web Search:** Search for "[Your County Name] VFW Post," "American Legion," "Masonic Lodge," "Elks Lodge," etc.

Step 2: Identify Your Top 5-10. Based on your research, select the 5 to 10 organizations that appear to be the most active, have the largest membership, or are most frequently mentioned as centers of community life.

Step 3: Create a Fact Sheet. For each of the organizations you selected, create a brief entry on the workbook page below. For each one, try to find: * **Name of Organization** * **Location (Address)** * **Leadership (Pastor, Commander, etc.)** (This can often be found on their website) * **Estimated Size/Influence** (e.g., "Large, active congregation," "Primary gathering spot for local veterans") * **Potential Capabilities** (e.g., "Large hall for sheltering," "Commercial kitchen," "Organized volunteer network")

Step 4: Map the Locations. Get your "Population Density" overlay from last week. Choose a new, simple symbol (like a star ★) and mark the physical location of each of these 5-10 key centers on the overlay.

Deliverable

1. A completed "Community Hubs Fact Sheet," listing the key religious and civic centers in your AO. File this in the "Social" section of your binder.
2. Your "Population Density" overlay, now updated with the locations of these key community hubs.

Program Manager's Note

You have just mapped the "soft" infrastructure of your community's social network. These hubs are the nodes where trust is built and information is shared. Look at your updated overlay. Are these centers of influence located in the high-density population areas where they can serve the most people? Or are they in rural areas, serving a more dispersed but potentially more tight-knit community?

The knowledge you've gathered is directly actionable. In a prolonged disaster, you now know that the local VFW Post is a likely place to find organized, disciplined volunteers. You know that a specific large church has a commercial kitchen and could likely become an impromptu feeding center. This isn't about joining these organizations; it's about recognizing them as key players and significant assets on

the human terrain. Understanding these networks is a massive step toward understanding how your community will actually function when a crisis hits.

Workbook: Community Hubs Fact Sheet

Area of Operations: _____

1. Name: _____ Type (Church/VFW/etc.): _____ Location: _____
Notes on Influence & Capabilities: _____

2. Name: _____ Type: _____ Location: _____
Notes on Influence & Capabilities: _____

3. Name: _____ Type: _____ Location: _____
Notes on Influence & Capabilities: _____

4. Name: _____ Type: _____ Location: _____
Notes on Influence & Capabilities: _____

5. Name: _____ Type: _____ Location: _____
Notes on Influence & Capabilities: _____

6. Name: _____ Type: _____ Location: _____
Notes on Influence & Capabilities: _____

Week 20: Social Cohesion & Division - The Fault Lines

Objective: To identify the primary social and political "fault lines" in your AO by analyzing the local public discourse, allowing you to anticipate where conflicts are most likely to arise.

Background

No community is a monolith. Every society, from a small town to a sprawling metropolis, has forces that bind it together and tensions that threaten to pull it apart. The ability of a community to withstand a crisis is directly proportional to its level of **social cohesion**. A cohesive community with a strong sense of shared identity and mutual trust can weather immense storms. A community that is already fractured by deep divisions can shatter under the slightest pressure.

As an analyst, your job is to identify these pre-existing fractures. A **social fault line** is any division within a society that is a persistent source of tension, friction, or conflict. These fault lines can be based on many things: * **Economic:** Tensions between the wealthy and the poor, or between pro-development business interests and anti-growth residents. * **Political:** Sharp, partisan divides between opposing political ideologies. * **Cultural:** Clashes between long-time residents and new arrivals ("locals vs. transplants"), or between urban and rural values within the same county. * **Racial or Ethnic:** Tensions between different ethnic or racial groups.

When a major stressor—like a natural disaster, an economic collapse, or a controversial political event—is applied to the community, these are the lines along which it is most likely to break. By identifying these fault lines *before* a crisis, you can anticipate where conflicts will erupt, which groups will be pitted against each other, and which issues will be the flashpoints for unrest. This gives you a predictive understanding of your community's stability under pressure.

This Week's Task: Listening to the Public Square

Your mission this week is to tap into the public conversation in your AO to find its primary points of friction. One of the most efficient ways to do this is by analyzing the opinion and editorial (Op-Ed) pages of your local news sources. This is where community members, editors, and local leaders voice their passions, grievances, and debates. It is a raw, unfiltered feed of the community's primary concerns.

Step 1: Gather Your Sources. * Access your primary local news source's website. This could be the local newspaper or a major local news blog. * Navigate to the "Opinion," "Editorial," or "Letters to the Editor" section.

Step 2: The One-Month Review. * Read through all the content published in this section over the past 30 days. * Your goal is not to decide who is right or wrong. Your goal is to be a neutral observer, a social scientist looking for patterns. * As you read, keep a simple tally of the topics. What are people writing and arguing about? (e.g., a proposed zoning change, a school board policy, taxes, crime, a national political issue playing out locally).

Step 3: Identify the Primary Fault Line. * After your review, analyze your findings. Which one or two issues generated the most articles, the most letters, and the most emotional language? * This recurring, contentious topic is very likely a major social fault line in your community. * Now, define that fault line. Who are the two opposing sides? What are their core arguments? (e.g., "Pro-development real estate companies vs. rural landowners who want to preserve the county's character.")

Step 4: Document Your Analysis. On the workbook page below, clearly define the primary social fault line you have identified. Describe the two opposing factions and the core issue that divides them.

Deliverable

A completed "Social Fault Line Analysis" worksheet, clearly identifying and describing the most significant source of social or political division in your Area of Operations. File this in the "Social" section of your binder.

Program Manager's Note

This week, you learned to "listen" to your AO in a new way. You have moved beyond mapping physical objects and have begun to map the invisible landscape of ideas, grievances, and ideologies. The fault line you identified is a critical piece of predictive intelligence.

This is not an abstract academic exercise. This fault line represents a potential real-world flashpoint. Imagine a crisis that exacerbates this specific tension. For example, if the fault line is economic, what happens during a sudden spike in unemployment? If the fault line is cultural between old and new residents, what happens when scarce resources must be allocated after a disaster?

The issue you identified is the kindling. All it needs is a spark. In the coming weeks, as we begin to map the specific ideological groups that often thrive along these fault lines, you will see how this analysis becomes a powerful tool for predicting where and why civil disruption is most likely to occur.

Workbook: Social Fault Line Analysis

Primary News Source(s) Reviewed:

Primary Social/Political Fault Line Identified: *(Give the issue a clear, concise name, e.g., "Zoning & Development Conflict" or "School Board Curriculum Debate")*

Description of the Core Conflict: *(What is the fundamental disagreement? What resource, right, or value is at stake?)*

The Opposing Factions:

Faction A: *(Who are they? E.g., "Pro-Growth Coalition: Includes real estate developers, the Chamber of Commerce, and newer residents seeking more housing options.")*

Faction B: *(Who are they? E.g., "Rural Preservation Alliance: Includes multi-generational farming families, long-time residents, and environmental groups.")*

Potential Flashpoints: *(Where or under what circumstances might this conflict turn from a debate into a direct confrontation? E.g., "A contentious zoning board meeting," "A protest at a new construction site.")*

Week 21: Formal Groups & Leaders

Objective: To identify the key formal civic organizations and their leaders within your AO, and to gain direct, real-world intelligence by attending one public government meeting.

Background

Last week, we identified the abstract fault lines that run through your community. This week, we begin to identify the organized groups and influential people who operate on that landscape. Power and influence in any community are not held exclusively by elected officials. A significant amount of "soft power" resides within established, formal civic organizations.

These groups—like the Chamber of Commerce, Rotary Clubs, VFW Posts, and Lions Clubs—form the civic bedrock of a community. They are the organized, on-the-record networks that plan parades, raise funds for local causes, and advocate for specific community interests. For our Area Study, they are strategically significant for several reasons:

1. **They are reservoirs of resources and organized talent.** These groups have established leadership, regular meetings, membership rosters, and communication networks. They know how to get things done.
2. **They represent the "establishment."** Their leaders are often the key business owners, lawyers, and respected community figures who have a direct line to elected officials.
3. **They are often a key part of the unofficial crisis response.** After a tornado or flood, it is often the VFW that opens its hall as a shelter and the Rotary Club that organizes the first fundraiser. Knowing who they are and who leads them is critical to understanding your community's inherent capacity for self-organization.

The best way to see these groups—and the issues they care about—in action is to attend a public government meeting. A City Council, County Commission, or School Board meeting is the public theater where the community's priorities are debated and decided. It is one of the most valuable, real-time intelligence gathering opportunities available to you.

This Week's Task: Mapping the Civic Landscape

Your mission is two-part: first, to conduct OSINT to identify the key formal groups and their leaders, and second, to conduct direct observation by attending a public meeting.

Step 1: Identify Formal Groups and Leaders (OSINT). * Conduct a series of web searches to identify the key civic organizations in your AO. Use search terms like: * "[Your Town/County]

Chamber of Commerce" * "Rotary Club in [Your Town]" * "Lions Club in [Your Town]" * "VFW Post [Your Town]" * "American Legion Post [Your Town]" * For each of the 3-5 most prominent groups you find, visit their website. Identify the name of the current leader (often listed as President, Commander, or Chair). Note their stated mission or purpose. Record this information in the roster on the next page.

Step 2: Attend One Public Meeting (Direct Observation). * Visit the official website for your City, County, or local School District. Find the schedule for their public meetings. Choose one to attend this week. (Many are now streamed online, making this more accessible than ever). * Your role is that of a silent, neutral observer—an intelligence collector. Your mission is to listen and watch. Pay attention to: * **Who is in the audience?** Do you recognize any of the leaders you identified in Step 1? * **Who speaks during public comment?** What are they passionate about? Which groups or interests do they represent? * **What are the main agenda items?** What does this tell you about the current priorities and problems of your local government? * **Observe the dynamics on the council/board.** Who is the most influential speaker? Are there obvious alliances or points of friction between members? * Take discreet notes on your observations.

Deliverable

1. A completed "Formal Groups & Leaders Roster," listing the key civic organizations in your AO. File this in the "Social" section of your binder.
2. A set of notes from the public meeting you attended, summarizing your key observations. File this behind your roster.

Program Manager's Note

This week you moved from being a researcher to being a field collector. The public meeting you attended provided a layer of "ground truth" that no website can offer. You didn't just read about your community's issues; you heard them debated by the people who have the power to make decisions.

Now, compare your two deliverables. Did the Chamber of Commerce, which claims to support all local businesses, only show up to advocate for a large developer? Did a VFW commander speak passionately about an issue unrelated to veterans? These are the types of insights that reveal the true priorities and influence of these formal groups. The people you identified this week are the formal, visible leaders of your community's social structure. Knowing who they are is a key step. Next week, we will go on a hunt for the power brokers who may not have a formal title but wield influence from behind the scenes.

Workbook: Formal Groups & Leaders Roster

Area of Operations: _____

1. Group Name: _____ Leader Name &
Title: _____ Stated Mission/Purpose:

2. Group Name: _____ Leader Name &
Title: _____ Stated Mission/Purpose:

3. Group Name: _____ Leader Name &
Title: _____ Stated Mission/Purpose:

4. Group Name: _____ Leader Name &
Title: _____ Stated Mission/Purpose:

Public Meeting Observation Notes

Meeting Attended (e.g., City Council): _____ Date: _____

Key Agenda Items: *

_____ *

Public Comment Summary (Who spoke and about what?): *

_____ *

Key Observation/Insight: *(What was the single most revealing thing you learned from attending this meeting?)*

Week 22: Informal Power Brokers

Objective: To identify the key individuals, families, and entities who wield significant informal power and influence within your AO, operating outside the formal structures of government.

Background

Last week, we mapped the visible, on-the-record structure of civic life. But in every community, there is another, often more powerful, layer of influence that operates behind the scenes. Official titles do not tell the whole story. The mayor may cut the ribbon, but the person who funded the project and owns the land it's built on often holds the real power.

These are the **informal power brokers**. They are the "kingmakers," the influential figures, the "power behind the throne." Their influence doesn't come from a ballot box, but from other sources:

- **Wealth & Economic Control:** They may be the owner of the largest company in town, controlling hundreds of jobs and a significant portion of the local economy. Their decisions can have a greater impact than any single vote by the city council.
- **Land Ownership:** In many areas, particularly rural ones, a handful of families may own a disproportionate amount of the land, giving them immense sway over development and resource access.
- **Legacy & History:** They may be the patriarch or matriarch of a multi-generational "founding family" whose name is on streets and buildings. Their opinion carries the weight of history and deep community ties.
- **Social Capital:** They are the hyper-connected individuals who simply "know everyone." Their endorsement of a candidate or a project can make or break its success.

Identifying these informal power brokers is a critical and advanced step in your analysis. They can shape policy through campaign donations, influence public opinion through their networks, and, in a crisis, their personal decisions about the resources they control could be more impactful than any official government decree.

This Week's Task: Finding the Power Behind the Throne

Your mission is to conduct an OSINT investigation to identify the top 3-5 informal power brokers in your Area of Operations. Since these individuals don't have official titles, finding them requires some detective work.

Step 1: Follow the Money. * **Read the Business Section:** Scour the business section of your local newspaper's website. Who are the CEOs and owners of the largest companies you identified in your economic research? * **Check the Boards:** Look up the Board of Directors list for the local Chamber of Commerce, the hospital, and major local charities. The names on these lists are often the key players. * **Look for Sponsors:** Who are the primary sponsors for major community events, festivals, or new building projects? The name on the plaque is often the name with the power. * **Campaign Finance (Advanced):** Search for "[Your County] campaign finance disclosure." Public records often show who the largest donors are to your local elected officials.

Step 2: Follow the Land. * Open your County GIS portal (from your OSINT bookmarks). * Spend time scanning the parcel map, especially the larger tracts of land outside the city centers. Look for the names of individuals or family trusts that own significant acreage.

Step 3: Follow the Influence. * As you read local news, pay attention to which non-elected individuals are quoted most often by reporters. Whose opinion seems to be sought out and respected? * If your town has a "society" section or equivalent, scan it. The people who chair the most important fundraisers are often at the center of the influence network.

Step 4: Create Your Roster. * Based on your research, compile a short list of the 3-5 most influential individuals or families. You don't need a complete directory; you are looking for the biggest players. * For each entry on the roster below, note their name and, most importantly, the source of their power.

Deliverable

A completed "Informal Power Brokers Roster," listing the key influential figures in your AO and the basis of their influence. File this in the "Social" section of your binder, right behind your formal leaders list.

Program Manager's Note

Power is a network. Rarely does one person act alone. The crucial analytical step this week is to connect the dots between the formal power you mapped last week and the informal power you mapped today.

Take out your list of elected officials. Now look at your new list of informal power brokers. Do you see any connections? Is the owner of the largest construction company also the biggest donor to the head of the County Commission? Is the family that owns most of the undeveloped land related to the mayor? Finding these connections is how you begin to understand how your community *really* works.

In a crisis, these informal leaders are wild cards. They could be tremendous assets, using their personal wealth and resources to support the community. Or, they could act solely in their own self-interest, locking down their resources and creating significant obstacles. Knowing who they are is the first step to anticipating their likely course of action.

Workbook: Informal Power Brokers Roster

Area of Operations: _____

1. Name (Individual or Family): _____ Primary Source of
Influence: (e.g., "Owner of 'Liberty Construction,' the county's largest employer.")
Notes/Connections: (e.g., "Major campaign donor to two of the three county commissioners.")

2. Name (Individual or Family): _____ Primary Source of
Influence: (e.g., "Patriarch of the Smith family, who own over 5,000 acres in the northern AO.")
Notes/Connections: (e.g., "Leading the public opposition to the new zoning laws.")

3. Name (Individual or Family): _____ Primary Source of
Influence: (e.g., "CEO of the regional hospital and chair of two major local charities.")
Notes/Connections: (e.g., "Universally respected; considered a key opinion leader on public health and community issues.")

4. Name (Individual or Family): _____ Primary Source of
Influence: _____ Notes/Connections:

5. Name (Individual or Family): _____ Primary Source of
Influence: _____ Notes/Connections:

Week 23: Ideological Group Mapping (Right-Wing)

Objective: Using non-partisan sources and objective research, identify any significant right-wing ideological groups active in your AO/AI and create a standardized fact sheet for your binder.

Background

We have identified the social fault lines that exist in your community. Now, we must identify the organized groups that often form and operate along these lines of friction. A comprehensive Area Study must account for all significant actors in the environment, including those whose ideologies or tactics could lead to civil disruption, violence, or infrastructure damage during a crisis.

This week and next are a critical and sensitive phase of our study. Our goal is **objective threat assessment, not political commentary**. Your role is that of a dispassionate intelligence collector, cataloging potential threats to stability. Your personal political agreement or disagreement is irrelevant. The primary filter for including a group in your study is its potential to cause significant disruption to civil order or pose a security concern.

This week, we focus on groups often categorized as right-wing. For our analytical purposes, this includes a range of organizations whose ideologies are often rooted in nationalism, racial or ethnic supremacy, or strong anti-government beliefs. Common categories include:

- **Militias:** These groups are often focused on Second Amendment interpretations, paramilitary-style training, and a stated goal of defending the Constitution against perceived government overreach.
- **Sovereign Citizen Movements:** These individuals and groups believe they are immune from most federal, state, and local laws. This ideology can lead to confrontations with law enforcement over taxes, vehicle registrations, and court orders.
- **White Supremacist / Neo-Nazi Organizations:** These groups are founded on ideologies of racial or ethnic supremacy and advocate for the interests of a specific race above others.

Understanding their stated goals, typical activities, and areas of operation is essential for building a realistic security plan and anticipating potential flashpoints.

This Week's Task: Objective Research and Cataloging

Your mission is to conduct a neutral, open-source investigation to determine which, if any, of these types of groups have a known or suspected presence in your Area of Operations or Area of Interest.

Step 1: Start with Non-Partisan Monitoring Group Reports. * Begin your research with organizations that monitor extremism professionally. The websites of the Anti-Defamation League (ADL) and the Southern Poverty Law Center (SPLC) are the most well-known starting points. They often have maps and lists of known groups by state. * While these sources have their own perspectives, they provide a solid, well-researched baseline for identification. Use them to get the names of any major groups that may have a chapter in your area.

Step 2: Scour Local News Archives. * This is the key to localizing the information. Access your local newspaper's digital archives (often available for free through your public library's website). * Search for the names of any groups you identified in Step 1. * Also, use generic search terms like: "[Your County Name] militia," "armed protest at the state capitol," "[Your County Name] sovereign citizen," etc. Look for reports on rallies, recruitment efforts, or criminal activity linked to these ideologies.

Step 3: Review Publicly Available Information. * For any groups you confirm are active in your area, conduct a careful search for their own public-facing websites, social media pages, or forums. * Your goal is to understand their **stated goals** and **self-perception**. What do they say they are about? How do they recruit? What events do they promote? This helps you understand their narrative.

CRITICAL SAFETY NOTE: Your role is strictly that of a passive, open-source collector. Do NOT, under any circumstances, attempt to join, infiltrate, or make contact with these groups, either online or in person. Maintain your personal operational security. Do not use your personal social media accounts for this research. Consider using a VPN or a privacy-focused browser if you have concerns.

Step 4: Create the Fact Sheet. * Using the template on the next page, create a separate fact sheet for each significant group you identify. Stick to the facts you can verify from your open-source research.

Deliverable

One "Ideological Group Fact Sheet" for *each* identified right-wing group active in your AO/AI. If you find no evidence of such groups, make a note of that on the sheet and file it. File these sheets in the "Social" section of your binder.

Program Manager's Note

This was a challenging and sensitive task. The discipline of remaining objective while researching emotionally charged topics is a hallmark of a good analyst. The fact sheet you created is a tool for understanding capability and intent, not for passing judgment. The crucial analytical skill here is to differentiate between what a group *says about itself*, what its *opponents say about it*, and what it *demonstrably does* based on credible reporting.

The intelligence you have gathered is directly applicable to your security planning. You may now have a list of specific areas to avoid during periods of high political tension, or a better understanding of the triggers that could lead to a public disturbance. Next week, we will apply this same objective, dispassionate process to identifying groups on the left side of the ideological spectrum.

Workbook: Ideological Group Fact Sheet (Right-Wing)

Group Name: _____ **Category**
(Militia, Sovereign Citizen, etc.): _____

Stated Ideology & Goals: *(What do they say they believe? What are their publicly declared objectives? Source from their own materials if possible.)*

Observed Activities & Tactics in AO/AI: *(What have they actually done? Source from local news reports. E.g., "Held an armed rally at the state capitol," "Conducted public paramilitary training," "Distributed recruitment flyers.")*

Key Leaders (if publicly known): _____ **Estimated**
Size/Presence in AO: (e.g., Small, Large, Active, Inactive) _____ **Primary Operating**
Areas: (e.g., Rural western county, State capitol) _____

Overall Threat Assessment: *(Based on your objective research, what is the most likely threat this group poses to civil order? E.g., "Potential for armed confrontation with law enforcement," "Potential for violence at counter-protests.")*

Week 24: Ideological Group Mapping (Left-Wing)

Objective: Using the same objective methods as last week, identify any significant left-wing ideological groups active in your AO/AI and create a standardized fact sheet for your binder.

Background

Last week, we began the sensitive process of mapping ideological groups by focusing on the right side of the political spectrum. This week, we apply the exact same dispassionate, objective process to identifying groups on the left. As a reminder, our goal is **threat assessment, not political endorsement or condemnation**. Our role as intelligence collectors is to catalog any and all organized groups whose ideologies or tactics could lead to civil disruption, regardless of their political alignment.

This week, we focus on groups often categorized as left-wing. For our analytical purposes, this includes a range of organizations whose ideologies are often rooted in revolutionary or radical theories, such as anti-capitalism, communism, or anarchism. Common categories include:

- **Anti-Fascist (Antifa) Networks:** This is not a single, formal organization, but rather a decentralized movement of activists who organize on a local or regional basis. Their stated goal is to directly oppose fascism and racism. Their tactics often involve organizing counter-protests to right-wing events, and some participants have engaged in property damage and physical confrontations.
- **Anarchist Groups:** These groups fundamentally oppose all forms of government and state authority, which they view as inherently oppressive.
- **Revolutionary Communist/Socialist Organizations:** These groups advocate for the overthrow of capitalist systems and the establishment of a socialist or communist state.

Just as with last week's research, understanding these groups' stated goals, typical tactics, and preferred operating areas is essential for creating a complete and balanced threat picture for your Area of Operations.

This Week's Task: Objective Research and Cataloging

Your mission is to conduct a neutral, open-source investigation to determine which, if any, of these types of groups have a known or suspected presence in your Area of Operations or Area of Interest. We will use the same methodology as last week to ensure consistency and objectivity.

Step 1: Start with Non-Partisan Monitoring Group Reports. * Return to the websites of organizations like the ADL and SPLC. While they are more known for tracking right-wing groups, they

also monitor a variety of other extremist movements. Use their resources to identify the names of any major groups that may have a presence in your area.

Step 2: Scour Local News Archives. * Access your local newspaper's digital archives again. * Search for the names of any groups you identified in Step 1. * Use generic search terms relevant to their tactics and ideology: "[Your Town Name] counter-protest," "Antifa in [Your AI City]," "protest property damage," "clash between protesters," etc. Look for reporting on specific events, noting which groups were credited with organizing them.

Step 3: Review Publicly Available Information. * For any groups or networks you confirm are active in your area, conduct a careful search for their public-facing social media pages, websites, or event announcements. * Your goal is to understand their **stated goals** and **self-perception**. What are their publicly stated reasons for protesting? What events do they promote? How do they communicate and organize?

CRITICAL SAFETY NOTE: The same rules apply. You are a passive observer. Do NOT attempt to join, infiltrate, or make contact with these groups. Maintain your operational security and conduct your research with appropriate privacy measures.

Step 4: Create the Fact Sheet. * Using the template on the next page, create a separate fact sheet for each significant group or network you identify. Be rigorous in sticking to verifiable facts from your open-source research.

Deliverable

One "Ideological Group Fact Sheet" for *each* identified left-wing group or network active in your AO/AI. If you find no evidence of such groups, make a note of that on the sheet. File these sheets in the "Social" section of your binder, alongside the sheets you created last week.

Program Manager's Note

You have now completed one of the most challenging and nuanced data collection tasks in this entire workbook. By researching groups from both sides of the ideological spectrum with the same objective methodology, you have avoided the trap of bias and have built a balanced, credible threat assessment.

The crucial analytical step now is to look at your work from the last two weeks as a whole. * Look at the social fault line you identified in Week 20. Do these ideological groups align with the opposing factions you identified? * Look at their stated goals and tactics. Are they in direct opposition to one

another? * Look at their preferred operating areas. Do they frequent the same locations (e.g., the county courthouse, the state capitol)?

The points where these factors overlap—a contentious issue, two ideologically opposed groups, and a shared physical location—are your most likely flashpoints for civil unrest. You are no longer guessing; you are using intelligence to predict where conflict is most likely to occur.

Workbook: Ideological Group Fact Sheet (Left-Wing)

Group/Network Name: _____ **Category**
(Antifa, Anarchist, etc.): _____

Stated Ideology & Goals: *(What do they say they believe? What are their publicly declared objectives? E.g., "Abolition of police," "Anti-racism," "Anti-capitalism.")*

Observed Activities & Tactics in AO/AI: *(What have they actually done? Source from local news reports. E.g., "Organized a counter-protest to a right-wing rally," "Engaged in property damage (graffiti, broken windows)," "Confronted political opponents.")*

Key Leaders (if publicly known; often decentralized): _____ **Estimated**
Size/Presence in AO: (e.g., Small, Decentralized, Event-driven) _____ **Primary Operating**
Areas: (e.g., Downtown urban core, University campuses) _____

Overall Threat Assessment: *(Based on your objective research, what is the most likely threat this group poses to civil order? E.g., "Property damage during protests," "Potential for violent clashes with opposing groups.")*

Week 25: Historical Analysis

Objective: To identify the key historical events that have shaped the current social, political, and economic landscape of your AO, and to create a timeline of these formative moments.

Background

To understand the present, you must first understand the past. The community you see today did not emerge from a vacuum. It is the product of a thousand different historical currents, pivotal events, and collective memories. The social fault lines we've discussed, the economic dependencies, and the deep-seated political attitudes—all have their roots in the past. An analyst who ignores history is an analyst who can never truly understand the "why" behind the "what."

A **historical analysis** for our purposes is not about memorizing dates for a history exam. It is about identifying the specific, significant events that have left a lasting scar or a foundational stone upon your community. These events create a form of "social memory" that can influence public behavior for generations.

Consider these examples: * A devastating flood in the 1970s might explain a deep-seated community-wide distrust of official warnings and a strong culture of self-reliance. * The bitter, violent closure of a major factory in the 1980s could be the root of a persistent and powerful anti-corporate or pro-union sentiment. * The controversial election of a specific local leader 20 years ago might have created the political factions and family rivalries that still dominate the county commission today.

By creating a timeline of these pivotal moments, you add the crucial fourth dimension—**Time**—to your study. You provide the context that explains the present and can often provide a clue to the future.

This Week's Task: Digging into the Archives

Your mission is to research the recent history of your Area of Operations (roughly the past 50 years) and create a timeline of the 5 to 10 most significant and formative events.

Step 1: Access the Archives. * Your primary tool for this task is the **local newspaper's digital archive** (accessible through your public library's website). This is a time machine that allows you to see what was happening and how it was reported. * Other great sources include your local **Historical Society's** website or a local history book from the library.

Step 2: The Research Hunt. You are looking for watershed moments. Use broad search terms in the archives, decade by decade. * Search for major **natural disasters**: "[Your County] flood 1975," "blizzard 1993," "tornado 2011." * Search for significant **economic events**: "factory closure," "major employer opens," "recession impact [Your Town]." * Search for pivotal **political events**: "controversial election," "major protest," "new city charter." * Search for major **infrastructure projects**: "interstate construction," "new dam built."

Step 3: Select the Top 5-10. From your research, identify the 5 to 10 events that appear to have had the most lasting impact on the community. A factory that employed 3,000 people closing is more significant than a small business opening. A flood that reshaped the downtown area is more significant than a minor storm.

Step 4: Create Your Historical Timeline. Using the template on the next page, create a simple timeline. For each event, record the approximate date, a brief, neutral description of what happened, and, most importantly, your assessment of its lasting impact on the community.

Deliverable

A completed "Historical Timeline" of the 5-10 most significant events in your AO's recent history. File this in the "Social" section of your binder, as it provides crucial context for the human terrain.

Program Manager's Note

You have just added a layer of profound context to your entire study. The timeline you created is the "origin story" for the environment you see today. Now, the crucial analytical step is to connect this past to the present data you have already collected.

- Look at the **social fault line** you identified in Week 20. Did one of the historical events on your timeline create or exacerbate that division?
- Look at your **economic analysis**. Was the over-reliance on a single employer a recent development, or the result of a major factory closure 30 years ago that wiped out the previous economic base?
- Look at your list of **informal power brokers**. Did a specific family rise to prominence because of their role during a past disaster or economic boom?

History is not a separate domain; it is a current that runs through all the others. Understanding these formative events allows you to move from simply observing a situation to understanding the deep-rooted historical forces that created it. This is a hallmark of sophisticated, insightful analysis.

Workbook: Historical Timeline

Area of Operations: _____

Event 1: * Approx. Date: _____ *

Description of Event: _____ * Lasting Impact:

Event 2: * Approx. Date: _____ *

Description of Event: _____ * Lasting Impact:

Event 3: * Approx. Date: _____ *

Description of Event: _____ * Lasting Impact:

Event 4: * Approx. Date: _____ *

Description of Event: _____ * Lasting Impact:

Event 5: * Approx. Date: _____ *

Description of Event: _____ * Lasting Impact:

Week 26: Q2 Review & Consolidation

Objective: To pause, review, and organize all data collected on the human landscape in Quarter 2, ensuring objectivity and synthesizing your understanding before proceeding.

Background

We have reached the halfway point of our year-long mission. This is a significant milestone. Quarter 1 was dedicated to mapping the physical "stage" of your AO. Quarter 2 was dedicated to identifying the "actors" on that stage—the people, their systems, their divisions, and their history. You have collected a massive amount of complex and sensitive information.

Just as we did at the end of Quarter 1, we must now conduct a scheduled project inspection. Before we move on to analyzing the formal systems of power and control in Quarter 3, we must ensure the data we've collected on the human terrain is well-organized, objective, and that we have begun the process of synthesizing it into actual intelligence.

This quarterly review is your opportunity to step back from the weekly grind of collection and look at the bigger picture. It is the time to see the connections between the seemingly disparate data points you've gathered—to link the demographic numbers to the social fault lines, and the historical events to the ideological groups. This is a critical pause for sense-making.

This Week's Task: Your Second Project Inspection

Your mission is to conduct a top-to-bottom review of all the work you have completed in Quarter 2, focusing on organization, objectivity, and synthesis.

Step 1: Lay Out Your Q2 Materials. Clear your workspace. Lay out your workbook and all the new materials you have created over the past 13 weeks: * Your updated overlays (Water & Comms, Medical, Population Density) * Your Demographic Fact Sheet * Your Community Hubs Fact Sheet * Your Social Fault Line Analysis * Your Ideological Group Fact Sheets (both right and left-wing) * Your Historical Timeline

Step 2: Conduct a Binder and Objectivity Review. * Go through your physical binder's "Social" and "Infrastructure" sections. Ensure every document is neatly filed and legible. * Now, perform a critical **objectivity check**. Reread your fact sheets on ideological groups and your analysis of the social fault line. Have you used neutral, dispassionate language? Are your assessments based on verifiable facts from your research, or have you allowed personal bias to creep in? If necessary, rewrite sentences to be

more objective (e.g., change "a dangerous militia" to "a group that conducts paramilitary training and has a history of armed protest"). This discipline is crucial for the credibility of your study.

Step 3: Conduct an Overlay Review. Stack your Q2 and Q1 overlays on your base map. Spend at least 15 minutes looking for new connections. * Place your **Population Density** overlay on top of your **Medical** overlay. Is your only hospital located far away from the most densely populated area? * Add your map of **Community Hubs**. Are these trusted social centers located in areas that could effectively serve the population, or are they isolated? * This is the synthesis process in action. Look for patterns, gaps, and surprising relationships.

Step 4: Write Your Q2 Intelligence Summary. This is your primary analytical task. On the workbook page below, you will write your second intelligence report. This time, the goal is to practice **cross-domain analysis**, connecting the human terrain to the physical infrastructure. Answer this specific question: **How does one key demographic trend in my AO create a specific vulnerability in a piece of critical infrastructure?**

Deliverable

1. A fully organized and reviewed Quarter 2 section of your Area Study binder. All materials should be neat, objective, and filed in the correct sections.
2. A one-paragraph "Q2 Intelligence Summary," written below and then copied onto a new page to be filed at the beginning of your "Social" section.

Program Manager's Note

Congratulations on reaching the halfway mark. You have successfully mapped both the physical stage and the human actors of your AO. The complexity of your study has increased dramatically, and you have met the challenge. The objectivity review you performed this week is a sign of your growing maturity as an analyst. It is easy to collect facts; it is hard to keep our own biases from coloring them.

The intelligence summary you wrote is a perfect example of the kind of high-value insight an Area Study is designed to produce. By linking a specific group of people (demographics) to a specific point of failure (infrastructure), you are creating truly actionable intelligence. This is the kind of analysis that leads to effective, reality-based planning. You now have a rich, multi-layered understanding of your environment that provides the essential context for the final phase of our collection: the systems of power and economics that govern it all.

Workbook: Q2 Intelligence Summary

Based on your review of all data from Quarter 2, write a one-paragraph summary that connects a specific demographic trend to a specific infrastructure vulnerability.

Drafting & Notes:

Final Q2 Intelligence Summary
(Example: The primary demographic trend in Liberty County is the rapid population growth in the northern suburbs, which census data shows is increasing by 5% annually. This trend creates a critical vulnerability in the county's transportation infrastructure, specifically focused on the aging, two-lane Miller Bridge. This bridge, already operating at near-capacity, is the sole river crossing for this growing population, meaning a single accident or its closure during a flash flood would effectively trap thousands of residents, demonstrating a direct and dangerous link between unchecked social growth and a fragile, under-resourced infrastructure.)

Part 3: Quarter 3 - Power, Control & Economics

Week 27: Formal Governance - Who's in Charge?

Objective: To identify and catalog the key elected officials who hold formal decision-making power over your AO, and to create a "Political Order of Battle" chart for your binder.

Background

Welcome to Quarter 3. We have mapped the physical world and the human landscape. Now we turn our attention to the overarching systems of control that govern this environment. We begin with the most direct and visible system of power: the **Political Domain**.

Formal governance is the official, on-the-record chain of command. It is the system of elected officials and government bodies with the legal authority to make and enforce laws that directly affect your life. In a crisis, these are the individuals who will make the critical decisions: they can declare a state of emergency, order an evacuation, impose a curfew, and direct the actions of law enforcement and emergency services.

Knowing who these people are is not about partisan politics; it is a fundamental part of operational intelligence. An order given by a County Commissioner or the Governor carries the force of law. Understanding who these individuals are, the offices they hold, and their jurisdictions is as critical as knowing the layout of the roads. You must know who is in charge.

For this, we will borrow a military concept: the "**Order of Battle**." An Order of Battle (OOB or OrBat) is a document that identifies and organizes the command structure, strength, and disposition of a given force. Our "Political Order of Battle" will be a simple, clear chart that maps the key political leaders who have authority over your Area of Operations, from the most local level up to the state executive. This document will serve as your go-to reference for understanding the formal power structure.

This Week's Task: Creating Your Political Order of Battle

Your mission is to conduct OSINT to identify the key elected officials for your AO and to organize this data into a clear, standardized chart.

Step 1: Gather Your OSINT Tools. * Your primary sources for this task are the official government websites you bookmarked in Week 4: your city/town website and your county website. * Excellent non-partisan secondary sources include Ballotpedia.org or your state's League of Women Voters website, which often provide easy-to-digest lists of elected officials by district.

Step 2: Start Local - Municipal Level. * If you live within an incorporated city or town, start there. * Identify your **Mayor** and the **City Council Members** who represent you. Note their names and when their current terms expire.

Step 3: Move to the County Level. * This is the most critical level for emergency management. * Identify your **County Executive / Head Commissioner / County Judge** (the title varies by state) and the members of the **County Commission / Board of Supervisors**. * Crucially, also identify your **County Sheriff** and **District Attorney**. These are often powerful elected officials in their own right.

Step 4: Identify Your State-Level Representatives. * Identify the **State Senator** and **State Representative / Assemblyperson** who represent your specific district. * Finally, identify your state's **Governor**.

Step 5: Build the Chart. Using the template on the next page, neatly organize all the information you have collected. For each official, list their name, their specific title, their party affiliation, and their term expiration date.

Deliverable

A completed "Political Order of Battle" chart, listing the key elected officials with authority over your AO. File this as the first page in the "Political" section of your binder.

Program Manager's Note

You have just mapped the formal chain of command for your community. This chart is more than just a list of names; it is a map of decision-making authority. These are the individuals whose actions and directives will have the most immediate and profound impact on your freedom of movement and access to resources during an emergency.

Now, for a crucial analytical step, take out your roster of **Informal Power Brokers** from Week 22 and place it next to this new chart. * Are there any direct connections? Did a major informal power broker donate heavily to the County Commissioner's campaign? * Do the stated policy goals of your elected officials align with the business interests of the informal leaders?

By comparing these two documents, you move from simply knowing "who is in charge" to understanding "who *really* sets the agenda." This deeper understanding of the interplay between formal and informal power is a hallmark of sophisticated political analysis.

Workbook: Political Order of Battle

Area of Operations: _____

Level	Official's Name	Title	Party	Term Ends
Municipal (City/Town)		Mayor		
		City Council		
		City Council		
County		County Exec/Head Commissioner		
		County Commissioner		
		County Commissioner		
		Sheriff		
		District Attorney		
State		State Representative/Assembly		
		State Senator		
		Governor		

Key Political Boundaries: *(Briefly describe your specific districts to help you remember)*

- **My City Council District is:** _____
 - **My County Commission District is:** _____
 - **My State Representative District is:** _____
 - **My State Senate District is:** _____
-

Analytical Note: *(Is there a dominant political party? Are there any upcoming elections for key positions?)*

Week 28: Legal Framework - Emergency Powers

Objective: To research and summarize the specific laws in your state that govern the declaration of a "State of Emergency," identifying who has the authority to declare one and what extraordinary powers this grants to the government.

Background

Last week, we identified the key players in the formal government. This week, we examine the "rulebook" they can activate during a major crisis. Under normal circumstances, the power of government is constrained by a host of laws and constitutional limits. However, nearly every state has laws on the books that allow for the temporary suspension of normal procedures and the granting of extraordinary powers to the executive branch during a declared **State of Emergency**.

These are not secret laws; they are part of the public legal code. But very few citizens take the time to understand them before a crisis hits. As an analyst, you must. Ignorance of the law is not a defense, and understanding the legal framework you may find yourself operating in is a critical component of preparedness.

A declared State of Emergency is the legal mechanism that can fundamentally change your rights and responsibilities. Depending on your state's specific statutes, it can grant the government the power to: * **Impose curfews** * **Restrict or prohibit travel** on public roads * **Seize private property** (like fuel, food, or equipment) for public use, a process known as eminent domain, which generally requires compensation * **Compel evacuations** from dangerous areas * **Suspend or modify** existing laws and regulations * **Direct the actions** of all emergency services and even the National Guard

Knowing the specific rules of the game for your state is not about paranoia; it is about practical planning. It allows you to anticipate the likely actions of your government and to understand the legal boundaries within which you must operate.

This Week's Task: Researching the Emergency Rulebook

Your mission is to find and summarize your state's emergency powers act or equivalent statutes. This will require some legal research, but the information is publicly available.

Step 1: The OSINT Search. * The most effective way to find this information is with a targeted web search. Use search terms like: * "[Your State] emergency powers act" * "[Your State] state of emergency law" * "[Your State] governor's emergency powers" * Look for results that lead to your

state's official legislative website (e.g., `legis.state.xx.us`) or a reputable legal analysis website. Be wary of blogs or opinion pieces; you want the actual text of the law or a direct summary of it. * Another excellent source can be your state's Emergency Management Agency website, which may have a "Legal Authority" or "Statutes" section.

Step 2: Answer the Key Questions. Read through the relevant statutes or summaries with a specific goal in mind. You are looking for the answers to three critical questions: 1. **Who has the authority to declare a State of Emergency?** (This is usually the Governor, but sometimes a County Executive or Mayor can declare a local one.) 2. **What are the specific powers granted to the government under this declaration?** (Look for the list of actions they are authorized to take, like the ones mentioned in the Background section.) 3. **What are the limits on these powers?** (Is there a time limit? Does the legislature have to approve an extension?)

Step 3: Create Your Summary Sheet. Using the template on the next page, write a clear, concise summary of your findings. You are not writing a legal brief. The goal is to translate the dense "legalese" into a plain-English summary that you can understand and refer to in a crisis. Quote key phrases from the law where helpful.

Deliverable

A completed "Emergency Powers Summary Sheet" for your state. File this document in the "Political" section of your binder, directly behind your Order of Battle chart.

Program Manager's Note

Excellent work on a challenging but crucial task. You have just researched the legal "tripwire" that can dramatically alter your operational environment. While most of our study focuses on capabilities and physical realities, this legal framework is the "software" that dictates how those capabilities can be used by the state.

The knowledge you've gained is directly actionable. For example, if you now know your governor has the explicit authority to seize fuel supplies from private citizens for official use, it might change your strategy for how and where you store your own emergency fuel. If you know that travel can be legally restricted to "essential personnel only," it adds a new layer of urgency to your evacuation planning, emphasizing the need to leave *before* such an order is given. You are no longer just planning for the storm; you are planning for the official response to the storm, which is a sign of a truly advanced level of analysis.

Workbook: Emergency Powers Summary Sheet

State: _____ Relevant Statute(s): _____

Who has the authority to declare a State of Emergency? *(Is it the Governor, County Executive, Mayor, or a combination?)*

What specific powers are granted to the government under a declaration? *(List the 5-7 most significant powers. Use bullet points for clarity.) **

What are the limits, checks, or balances on these powers? *(Is there a time limit? Does the legislature have to approve it?)*

Analytical Note / Key Takeaway: *(What is the single most important thing you learned that could impact your personal plans?)*

Week 29: Legal Framework - Self-Defense & Firearms

Objective: To research and summarize the specific laws in your state that govern the use of force in self-defense, including key legal concepts like "Castle Doctrine" and "Stand Your Ground."

Background

Last week, we examined the laws that grant the government extraordinary powers in a crisis. This week, we turn to the laws that govern *your* personal right to self-preservation. In a situation where you are forced to defend yourself, your family, or your property, your actions will be judged against a specific and complex legal standard. Understanding this standard *before* you ever need it is one of the most important responsibilities of any prepared citizen.

The legal aftermath of a self-defense incident can be as devastating as the incident itself. A single act, perceived as justified in the heat of the moment, can lead to criminal charges and financial ruin if it falls outside the legal boundaries of your state. These laws vary significantly from state to state. It is absolutely critical that you understand the laws where you live, not what you've heard on the news or seen in a movie.

For our purposes, we need to understand a few key legal concepts:

- **Use of Force:** What level of force (non-lethal vs. deadly) are you legally allowed to use in response to a threat? The standard is almost always based on principles of reasonableness and proportionality.
- **Castle Doctrine:** This legal principle states that you have a right to defend your home (your "castle") with deadly force against an intruder, often removing any duty to retreat.
- **Stand Your Ground:** This law, which not all states have, removes the "duty to retreat" before using force in self-defense in any place you are legally allowed to be. This is a significant distinction from states that require you to attempt to escape a threat before resorting to force.

Knowing these specific rules is not about looking for a confrontation; it is about programming your mind to act legally and justifiably under the worst possible stress.

This Week's Task: Researching the Rules of Engagement

Your mission is to find and summarize your state's laws regarding self-defense and the use of force. You are not a lawyer, and this does not constitute legal advice, but you must become an informed citizen.

Step 1: The OSINT Search. * The best sources for this information are often websites run by reputable law firms or legal scholars who specialize in this area of law. Use highly specific search terms: * "[Your State] self-defense laws summary" * "[Your State] use of deadly force statute" * "Does [Your State] have a Castle Doctrine law?" * "Does [Your State] have a Stand Your Ground law?" * Reputable sources will almost always cite the specific state statute or law number (e.g., "Penal Code 12.34"). This allows you to then search for the actual text of the law on your state's official legislative website to verify the information.

Step 2: Answer the Key Questions. As you read through the legal summaries, find the answers to these critical questions for your state: 1. **When is Deadly Force Justified?** (Typically, this requires a reasonable belief of an imminent threat of death or great bodily harm to yourself or another innocent person.) 2. **Is there a "Duty to Retreat"?** (Does your state require you to try to escape a situation before using force if it is safe to do so?) 3. **Does your state have a "Stand Your Ground" law?** (If so, this explicitly removes the duty to retreat.) 4. **Does your state have a "Castle Doctrine" law?** (This defines your rights within your own home, and often your vehicle or place of business.)

Step 3: Create Your Summary Sheet. Using the template on the next page, write a clear, concise summary of your findings. The goal is to create a simple, plain-English reference sheet that captures the core principles of your state's laws. This is about understanding the boundaries of legal action.

Deliverable

A completed "Self-Defense Laws Summary Sheet" for your state. File this document in the "Political" section of your binder, directly behind your Emergency Powers summary.

Program Manager's Note

This is one of the most serious and consequential research tasks you will undertake. The summary sheet you created is a critical piece of "software" for your decision-making process. In a high-stress, self-defense scenario, you will not have time to think—you will react based on your training and your pre-existing knowledge. The work you have done this week helps to program a legally-sound understanding into that reaction.

This knowledge directly informs not just your actions, but your entire security posture. Understanding your state's Castle Doctrine helps you formulate a home defense plan. Knowing whether you have a duty to retreat informs your situational awareness and decision-making when you are out in public. This is not about being a lawyer; it's about being a responsible, informed protector who understands the profound legal and moral gravity of using force.

Workbook: Self-Defense Laws Summary Sheet

State: _____ Relevant Statute(s): _____

Disclaimer: This summary is for informational purposes only and does not constitute legal advice.

When is the use of DEADLY FORCE justified in my state? (Summarize the legal standard. E.g., "When there is a reasonable belief of an imminent threat of death, great bodily harm, or certain forcible felonies like rape or kidnapping.")

Does my state have a "DUTY TO RETREAT"? (Circle One) YES / NO **Explanation:** (E.g., "Yes, state law requires a person to retreat from a threat if they can do so in complete safety before using deadly force, unless they are in their own home.")

Does my state have a "STAND YOUR GROUND" law? (Circle One) YES / NO **Explanation:** (E.g., "Yes, the statute explicitly states there is no duty to retreat in any place a person has a legal right to be before using justified force.")

Does my state have a "CASTLE DOCTRINE" law? (Circle One) YES / NO **Explanation:** (E.g., "Yes, the law creates a legal presumption that a person who unlawfully and forcibly enters your home is there to do you great bodily harm, justifying the use of deadly force.")

Key Takeaway: *(What is the single most important rule you need to remember for your state? E.g., "The duty to retreat is the key factor outside my home.")*

Week 30: Political Fault Lines & Activism

Objective: To analyze the connections between the ideological groups you have identified and the formal political structure of your AO, allowing you to map the primary points of political friction.

Background

Ideologically motivated groups do not operate in a vacuum. Their entire purpose is to effect change—or to resist it—and the most direct path to doing so is by influencing the formal political system. They may seek to influence policy through protest and direct action, or they may try to shape the system from within by getting "their" candidates elected to key offices like sheriff or the school board.

The intersection where activism meets formal politics is often a **flashpoint**. A controversial vote at a city council meeting, a heated school board debate, or a contentious election can act as the spark that ignites the kindling of the social fault lines we've identified. The groups we researched in Weeks 23 and 24 are the organized "activist arms" of the factions that exist on either side of these divides.

This week is a critical synthesis task. We will connect three key pieces of your study: 1. The **Social Fault Line** (the core issue of division). 2. The **Ideological Groups** (the actors who mobilize around that issue). 3. The **Formal Political Structure** (the arena where the conflict plays out).

By mapping these connections, you move from simply knowing that these groups exist to understanding *how* they are attempting to exert power and *where* their activities are most likely to disrupt the normal political process. This is a key step in predicting and anticipating civil unrest.

This Week's Task: Connecting the Activists to the System

Your mission is to analyze the relationship between the ideological groups in your AO and the local government structure. This is an OSINT and analysis-heavy week.

Step 1: Assemble Your Intelligence. Pull the following documents from your binder and lay them out for review: * Your "Social Fault Line Analysis" (from Week 20) * Your "Ideological Group Fact Sheets" (from Weeks 23 & 24) * Your "Political Order of Battle" chart (from Week 27)

Step 2: Search for Political Endorsements. * Using your local news archives, search for connections between the ideological groups and the elected officials on your chart. * Use search terms like: "[Group Name] endorses [Candidate Name]," "[Candidate Name] speaks at [Group Name] rally." * Pay special

attention to local races like Sheriff, City Council, and School Board, as these are often where these groups focus their efforts to gain direct influence.

Step 3: Search for Engagement in Public Meetings. * Visit your city or county website and look for an archive of meeting minutes or videos. * Search the minutes for the names of the ideological groups you are tracking. Do their members or leaders frequently speak during the public comment period? What specific issues do they address? Does it align with the social fault line you identified?

Step 4: Analyze the Government's Posture. * Now, flip the script. How does the formal power structure view these groups? * Search the news for public statements from your Mayor, Sheriff, or County Commissioners *about* these groups. Have they condemned their activities? Have they met with them? * This will tell you if the relationship is adversarial, supportive, or if the government is attempting to remain neutral.

Step 5: Synthesize Your Findings. Using the template on the next page, document the connections you have found. The goal is to create a clear picture of how each group interacts with the political system.

Deliverable

A completed "Political Activism Analysis" worksheet, detailing the links between ideological groups and the formal government in your AO. File this in the "Political" section of your binder.

Program Manager's Note

This week's task represents a significant step up in your analytical skill. You have moved from collection (what are the groups?) to a sophisticated analysis of their methods and influence (how do they operate and what is their effect?).

The analysis you just completed allows you to build a predictive model for civil unrest. You have now identified: **1. The Issue** (the fault line), **2. The Actors** (the ideological groups), and **3. The Arena** (the political meeting or election). When you see in the news that this specific issue is on the agenda for an upcoming county commission meeting, you can now predict with a high degree of confidence which groups will likely show up, what their stance will be, and that the potential for a heated confrontation is high. This is the essence of proactive intelligence: knowing where the flashpoints are so you can choose to avoid them.

Workbook: Political Activism Analysis

Social Fault Line Being Analyzed: _____

Group 1 Name: _____

- **Political Engagement / Endorsements:** *(Have they endorsed any candidates on your OOB chart?)*

 - **Public Meeting Activity:** *(Do they speak at public meetings? On what issues?)*

 - **Government Posture Toward Group:** *(Is the relationship supportive, adversarial, or neutral?)*

-

Group 2 Name: _____

- **Political Engagement / Endorsements:**

 - **Public Meeting Activity:**

 - **Government Posture Toward Group:**

-

Overall Synthesis: *(How does the conflict over the primary fault line play out in the formal political arena? Which group appears to be more influential?)*

Week 31: Law Enforcement - Jurisdictions & Locations

Objective: To map the physical locations and jurisdictional boundaries of all law enforcement agencies operating within your AO, creating a clear visual reference of police presence.

Background

We are now transitioning to the **Military Domain**. For our civilian purposes, this domain is primarily focused on the entities that are authorized by the state to use force and maintain order. The most visible and most important of these are **Law Enforcement** agencies.

In any localized crisis, from a simple traffic accident to a large-scale civil disturbance, police and sheriff's departments are the front-line official responders. They are the enforcers of the political decisions we've been analyzing. But law enforcement in the United States is not a single, monolithic entity. It is a complex patchwork of different agencies, each with its own specific geographic area of responsibility, known as its **jurisdiction**.

Understanding these jurisdictional boundaries is not just an academic exercise; it is a critical piece of operational intelligence. Knowing "who is in charge" of the specific piece of ground you are on determines who you call for help, which agency will respond, and what their likely capabilities will be. The primary jurisdictions you will encounter are:

- **City / Municipal Police:** Their authority is typically confined to the defined city or town limits.
- **County Sheriff's Office:** Their authority typically covers all the unincorporated areas of the county (the areas outside of city limits). They also often manage the county jail and courthouse security.
- **State Police / Highway Patrol:** Their primary responsibility is typically the state and U.S. highways, but they usually have statewide jurisdiction and can be called upon to support local agencies.

By mapping both the physical locations of their stations and the boundaries of their jurisdictions, you create a clear and functional picture of the entire law enforcement landscape.

This Week's Task: Mapping the Thin Blue Line

Your mission is to create a new overlay that maps the law enforcement infrastructure and jurisdictions within your Area of Operations.

Step 1: Prepare Your "Law Enforcement" Overlay. Get a new sheet of clear acetate. You will need markers in several different colors to represent the different jurisdictions. Choose a simple symbol, like a shield or a star (★), to mark the physical location of stations.

Step 2: Identify and Map Station Locations. * Using your OSINT skills, find the physical address of the headquarters and any substations for the key law enforcement agencies in your AO. * **Sources:** The official websites for the city police department and county sheriff's office are your best starting point. A search for "[Your County] State Police barracks" will help you find the nearest state-level facility. * Using your chosen symbol, mark the location of every police station, sheriff's office, and state police barracks on your overlay.

Step 3: Define and Draw Jurisdictional Boundaries. * This is the key analytical step. You need to visually represent who is responsible for what area. * **City Limits:** Go to your County GIS portal or your city's official website to find a map of the incorporated city limits. Using a specific color (e.g., blue), lightly trace this boundary onto your overlay. This is the city police department's primary jurisdiction. * **County Line:** Your base map already shows your county line. This boundary defines the outer edge of your sheriff's office's jurisdiction. * **Highways:** Using a different color (e.g., yellow), highlight the major interstates and U.S. highways. This represents the primary patrol area for the State Police / Highway Patrol.

When you are finished, your overlay should clearly show not just where the police *are* (the stations), but where they *operate* (their jurisdictions).

Deliverable

1. A new "Law Enforcement" overlay showing the physical locations of all relevant law enforcement stations and the jurisdictional boundaries for city, county, and state police. File this in your "Military / Law Enf." binder section.
2. A completed log of your findings, recorded in the workbook section below.

Program Manager's Note

You have just created a powerful tool for understanding the official response system. This map immediately reveals critical insights about police coverage and response times.

Lay your new **Law Enforcement** overlay on top of your **Population Density** overlay. Are the police stations located in the areas with the most people? Or is a rapidly growing suburban area served by a single, distant sheriff's substation?

Now, look at the rural, low-density parts of your AO. You can now visually grasp how far away the nearest law enforcement presence is. This analysis directly informs your security planning. Your expected response time in a dense urban core with a nearby police station is vastly different from that in a rural area 30 minutes away from the nearest sheriff's deputy. This knowledge moves your security plan from being based on abstract assumptions to being grounded in the geographic reality of your local law enforcement's disposition.

Workbook: Law Enforcement Log

Use this space to list the key agencies and facilities you identified this week.

Agency 1: City/Municipal Police * Agency Name:

*** HQ Location:**

*** Substation Location(s):**

Agency 2: County Sheriff's Office * Agency Name:

*** HQ Location:**

*** Substation Location(s):**

Agency 3: State Police / Highway Patrol * Agency Name:

*** Nearest Barracks/Post Location:**

Jurisdictional Analysis: *(What is the single most important observation you made about law enforcement coverage in your AO? E.g., "The northern rural half of the county is a very long distance from any sheriff's substation, implying very long response times.")*

Week 32: Law Enforcement - Capabilities & Response

Objective: To move beyond locations and jurisdictions to assess the actual capabilities of your local law enforcement agencies, including their approximate manpower and realistic emergency response times.

Background

Last week, we mapped the physical presence of law enforcement in your AO. We answered the question, "Where are they?" This week, we ask a more critical set of questions: "How many of them are there?" and "How fast can they get to me?" This is the **capabilities analysis** phase of our study. A police station is just a building; its true value lies in the number of trained officers it can put on the street and how quickly they can respond to a call for help.

Understanding these capabilities is fundamental to your personal security planning. Your plan must be based on the reality of the official response, not on an idealized fantasy. * **Manpower (Force Strength):** The number of sworn officers in a department, relative to the population it serves, determines its ability to conduct proactive patrols and to handle large-scale events. A severely understaffed department may be forced into a purely reactive posture, only responding to the most urgent calls while routine matters wait. * **Response Times:** This is the most critical metric for your personal safety. The time it takes for a deputy to arrive at your home after you call 911 dictates the amount of time you are solely responsible for your own security. Published "average" response times can be misleading, as they often blend high-priority city calls with low-priority rural ones. A realistic, personal assessment is far more valuable.

This research grounds your security plan in reality. It allows you to move from a vague hope that "the police will come" to a clear-eyed understanding that "it will likely take a single deputy 15-20 minutes to get to my location," which is a powerful motivator for responsible self-reliance.

This Week's Task: Quantifying the Response

Your mission is to conduct OSINT to find the approximate manpower of your local law enforcement agencies and to conduct a realistic assessment of the emergency response time to your home.

Step 1: Research Law Enforcement Manpower. * The number of "sworn officers" (those with the power of arrest) is the key metric. * **Sources:** This information is often found in public documents. * Start with the official agency website (PD or Sheriff). Look for an "About Us" section or an "Annual Report." * Search your city or county's official government website for the **annual budget**. The budget

document often details the number of funded positions for each department. * A local news article about the police budget or a new hiring initiative can also provide the numbers. * Record the approximate number of sworn officers for your primary local agencies (City PD and/or County Sheriff) in the worksheet below.

Step 2: Assess Realistic Response Time. We will create a reasonable estimate based on the data you've already collected. Official "average response times" are a good start if you can find them, but we can do better. * **Get Your Law Enforcement Overlay:** Take out the overlay you created last week, which shows the station locations. * **Identify Your Primary Responding Station:** Locate your home on the map. Find the closest police station or sheriff's substation that has jurisdiction over your property. This is where the responding officer will most likely come from. * **Map the Route:** Using an online mapping tool (like Google Maps), get the driving directions from that station to your home. Note the distance and the estimated travel time under normal conditions. * **Add a "Crisis Factor":** The "normal" travel time is a best-case scenario. In a real emergency (a violent crime in progress), the officer will be driving faster. However, in a large-scale crisis (a natural disaster), road conditions may be much worse. You must make a reasoned judgment. A good rule of thumb is to add a few minutes to the normal drive time to account for the time it takes for the call to be dispatched and for the officer to get to their vehicle. * Record your final, realistic estimate in the worksheet.

Deliverable

A completed "Law Enforcement Capabilities Assessment" worksheet, detailing the approximate manpower of your local agencies and your realistic, assessed emergency response time. File this in your "Military / Law Enf." section behind your overlay.

Program Manager's Note

You have just generated one of the most critical and sobering pieces of intelligence for your personal security plan. The numbers on your worksheet are not abstract; they represent the reality of your official safety net.

Now, perform the key analytical task. Compare your assessed response time to the average duration of a violent crime, like a home invasion, which is often over in just a few minutes. The gap between those two numbers is the "**self-reliance window.**" It is the period of time where you are your own first responder.

This analysis provides the powerful, data-driven "why" behind your personal security choices. It transforms preparedness from a hobby into a logical necessity. It allows you to plan and train with a clear, specific goal in mind: to be able to effectively manage a threat within your assessed self-reliance window.

Workbook: Law Enforcement Capabilities Assessment

Area of Operations: _____

Agency Manpower (Sworn Officers):

- Agency 1 (e.g., City Police Dept.): _____
 - Approx. Number of Sworn Officers: _____
 - Source: _____
 - Agency 2 (e.g., County Sheriff's Office): _____
 - Approx. Number of Sworn Officers: _____
 - Source: _____
-

Emergency Response Time Assessment (for my home address):

- Primary Responding Agency: _____
 - Responding Station/Post Location: _____
 - Distance to My Home (miles): _____
-

A. Normal Traffic Drive Time (from Google Maps, etc.):	_____ minutes
B. Dispatch / Turnout Factor:	+ _____ minutes (2-3 min is a reasonable estimate)
C. Crisis Conditions Adjustment (+/-):	+/- _____ minutes (Is the crisis likely to speed up or slow down the response?)
My Assessed Realistic Response Time (A+B+C):	_____ minutes

Analytical Note / The "Self-Reliance Window": (How does my assessed response time impact my personal security plan?)

Week 33: Emergency Services (Fire & EMS)

Objective: To map the physical locations of all fire and Emergency Medical Services (EMS) stations in your AO, and to differentiate between professional and volunteer departments.

Background

While law enforcement handles security and order, the immediate life-safety missions in any crisis are handled by two other critical emergency services: the **Fire Department** and **Emergency Medical Services (EMS)**. These are the first, first responders who rush toward fires, medical emergencies, and accident scenes. Their capabilities, disposition, and response times are just as vital to your planning as those of the police.

- **Fire Departments:** Beyond extinguishing fires, these agencies are often the primary responders for vehicle accidents, hazardous material spills, and technical rescues. A crucial piece of intelligence is whether your local department is staffed by **professional** (full-time, paid) firefighters or **volunteer** members. Professional departments typically have faster "turnout" times as personnel are already at the station, while volunteer departments rely on members responding from their homes or jobs, which can add precious minutes to the overall response.
- **Emergency Medical Services (EMS):** These are the ambulance services and paramedics who provide pre-hospital medical care. In some areas, EMS is run by the fire department (Fire/EMS). In others, it may be a separate county agency, a private company under contract, or run by a local hospital.

Just like with law enforcement, the physical location of their stations is the primary determinant of how quickly they can reach you. Mapping these locations is a fundamental step in building a complete picture of your AO's emergency response capabilities and assessing the real-world response time for a fire or medical crisis at your home.

This Week's Task: Mapping Fire & EMS Stations

Your mission is to add the locations of all fire stations and EMS bases to your "Law Enforcement" overlay, creating a single, comprehensive map of all emergency service locations.

Step 1: Get Your "Law Enforcement" Overlay. Take out the overlay you created in Week 31. You will be adding to this map. Choose two new, distinct symbols for your new facilities, for example: * A cross for Fire Stations (**F**) * An ambulance for EMS bases (**A**)

Step 2: Identify and Map Fire Stations. * **Sources:** Your city or county's official government website is the best place to start. Look for the "Fire Department" section, which will almost always have a list or map of its station locations. * For each station you find, try to determine if it is staffed by professional or volunteer firefighters. The "About Us" section of the department's website is the best source for this. A department that is actively "seeking volunteers" is a clear indicator. * Using your chosen symbol (**F**), mark the location of every fire station in your AO on your overlay. If you can, make a small note next to the symbol (e.g., 'V' for volunteer, 'P' for professional).

Step 3: Identify and Map EMS Bases. * First, determine who provides EMS in your area. Is it the fire department? If so, their stations are also the EMS bases. * If it is a separate agency, search for "[Your County] EMS" or the name of the private ambulance service that operates in your area. Find the locations of their stations or "posts" where ambulances are staged. * Using your chosen symbol (**A**), mark the location of each EMS base on your overlay.

Deliverable

1. Your updated "Law Enforcement" overlay, now renamed "Emergency Services" and showing the locations of all police, fire, and EMS stations in your AO.
2. A completed "Fire & EMS Roster," recorded in the workbook section below.

Program Manager's Note

You have now built a complete visual "Order of Battle" for your AO's entire official emergency response system. This single overlay is a powerful analytical tool.

Look at your completed map. Are there "response deserts"—large geographic areas, particularly rural ones, that are a significant distance from any fire station or EMS base? This is a critical vulnerability.

Now, just as you did for law enforcement, perform a quick response time assessment for your home. Use an online map to calculate the drive time from the **closest fire station** and the **closest EMS base** to your address. This gives you a realistic, data-driven estimate of how long you would have to perform CPR, stop a bleed, or fight a small fire on your own before help arrives. This knowledge is the single most powerful argument for investing in high-quality first aid training, keeping fire extinguishers charged and accessible, and creating a robust home safety plan.

Workbook: Fire & EMS Roster

Use this space to list the key agencies and facilities you identified this week.

Fire Department(s): * Agency Name:

_____ * **Staffing (Professional / Volunteer / Hybrid):** _____ * **Station Locations:** 1.

_____ 2.

_____ 3.

Emergency Medical Services (EMS): * Primary Provider Agency:

_____ * **Type (Fire-based, County, Private, etc.):**

_____ * **Station/Base Locations:** 1.

_____ 2.

Response Time Assessment (for my home address):

• **Closest Fire Station Drive Time:** _____ minutes

• **Closest EMS Base Drive Time:** _____ minutes

Analytical Note: *(What is the most significant insight you gained about Fire/EMS coverage in your AO? Are there any major gaps in coverage?)*

Week 34: Military Presence (National Guard & Reserve)

Objective: To identify and map any active duty, Reserve, or National Guard military facilities in your AO and AI, with a special focus on the mission of the local National Guard unit.

Background

While local law enforcement and emergency services are the primary responders to most crises, the ultimate backup force in a large-scale catastrophe is the U.S. Military. Direct military involvement in domestic affairs is rare and legally restricted, but military bases and personnel are a significant feature of the national landscape and can play a crucial support role when called upon.

For our study, we need to understand the military presence in our area. This presence typically falls into one of three categories:

1. **Active Duty:** These are the full-time military forces. A major active duty base (Army fort, Air Force base, etc.) in your Area of Interest is a massive logistical and personnel hub.
2. **Reserve:** These are part-time forces that train regularly and can be called up to support the active duty military. Reserve centers are often smaller facilities located in communities across the country.
3. **National Guard:** This is the most important military component for our local analysis. The National Guard has a unique dual mission, serving both the federal government (as a reserve for the Army and Air Force) and the state. **The Governor can activate the National Guard to respond to state-level emergencies**, including natural disasters, civil unrest, and security support missions.

The local National Guard armory is a key piece of infrastructure. It is where these state-controlled forces will muster, draw their equipment, and deploy from during a declared emergency. Knowing where this armory is and, more importantly, what type of unit is housed there, provides a crucial insight into the specialized capabilities that could be brought to bear in a crisis. A combat engineer company has a very different skill set and equipment than a military police unit or a transportation company.

This Week's Task: Mapping the Military Footprint

Your mission is to identify any military installations in your AO and AI and to specifically research the mission of your local National Guard unit.

Step 1: The OSINT Scan for Military Facilities. * The easiest way to get a broad overview is to use an online encyclopedia or a mapping tool. Search for "List of U.S. military bases in [Your State]." * Scan this list for any Active Duty, Reserve, or National Guard facilities that fall within your defined

Area of Operations and Area of Interest. * Use satellite imagery (**Google Earth Pro**) to get a visual of these locations. Armories are often nondescript brick buildings, sometimes with military vehicles parked outside. Major bases are enormous and impossible to miss.

Step 2: Update Your "Emergency Services" Overlay. * Get the overlay you have been working on for the past three weeks. * Choose a new symbol to represent military facilities (e.g., a simple 'M' or a flag). * Mark the location of any and all military facilities you identified on your overlay. Be sure to label them (e.g., "Fort Liberty - Army," "NG Armory - Independence").

Step 3: Research Your Local National Guard Unit. This is the main intelligence effort for the week. * Once you have located the nearest National Guard armory in your AO, your goal is to identify the specific unit stationed there. * **Sources:** The official website for your state's National Guard is the best place to start. It may have a list of units and their home stations. You can also search online for "[Your Town] National Guard armory unit." Local news articles about a unit's deployment or a community event are also excellent sources. * **Identify the Unit Type:** You are looking for the unit's official designation (e.g., "224th Engineer Company," "142nd Military Police Company," "113th Transportation Company"). * **Assess Capabilities:** The unit's name tells you its mission. An engineer company has bulldozers and bridge-building equipment (great for disaster cleanup). A military police company is trained in law enforcement and security. A transportation company has trucks for logistics.

Step 4: Create Your Fact Sheet. Using the template on the next page, document your findings, paying special attention to the local National Guard unit's capabilities.

Deliverable

1. Your updated "Emergency Services" overlay, now showing the locations of any military facilities.
2. A completed "Military Presence Fact Sheet" detailing the facilities in your AO/AI and the specific capabilities of your local National Guard unit. File this in your "Military / Law Enf." binder section.

Program Manager's Note

You have now completed your map of the entire official "instrument of force" landscape in your area, from the local police beat to the state's military reserve. The research you did on your local National Guard unit is particularly valuable. You have moved beyond simply knowing "there's an armory in town." You now have a specific understanding of the *capabilities* that could be deployed from that armory in a worst-case scenario.

This knowledge helps you realistically assess the potential state-level response to a massive disaster. If a historic ice storm knocks out power and blocks all the roads, knowing that the local Guard unit is an engineer company with heavy equipment for clearing debris is a critical piece of intelligence for

estimating recovery timelines. This is how you build a truly sophisticated and predictive understanding of your environment.

Workbook: Military Presence Fact Sheet

Area of Operations: _____

Military Facilities in AO / AI: *(List all identified Active Duty, Reserve, or National Guard installations)*

1. **Facility Name:** _____ **Branch /**
Component: (Army, Air Force, NG, Reserve) _____ **Location:**

2. **Facility Name:** _____ **Branch /**
Component: _____ **Location:**

Local National Guard Unit Assessment:

- **Armory Location:** _____
 - **Unit Designation:** (e.g., "Company C, 1-133rd Infantry Regiment")

 - **Unit Type:** (e.g., Infantry, Engineer, Military Police, Transportation, Medical)

-

Assessed Capabilities of Local National Guard Unit: *(Based on the unit type, what specific skills and equipment could they provide in a state emergency?)*

Analytical Note: *(How might this military presence (or lack thereof) impact a major crisis in your AO?)*

Week 35: Economic Drivers & Major Employers

Objective: To identify the primary industries and the top 5 largest single employers in your AO, and to assess the overall diversity and resilience of your local economy.

Background

We now shift our focus to the **Economic Domain**—the circulatory system of a community that moves goods, services, and money. A community's economic health is a primary driver of its social stability. A strong, diverse economy with low unemployment contributes to a resilient and cohesive community. A weak, fragile economy that is overly dependent on a single industry can be a catalyst for social unrest and breakdown when that industry falters.

To understand your AO's economy, you must first identify its **economic drivers**. What fuels the engine? Is it a healthcare hub, a manufacturing town, a farming community, or a retail center? The answer tells you a great deal about the character and vulnerabilities of your community.

The most direct way to understand these drivers is to identify the **major employers**. These are the specific businesses, government entities, and organizations that sign the most paychecks in your county. They are the centers of gravity for your local economy. The fate of these key employers is directly tied to the fate of the community. If the largest employer in your county were to shut down tomorrow, the cascading effects—mass unemployment, a collapse in the housing market, a loss of tax revenue for schools and emergency services—would be catastrophic.

This week, your mission is to map this economic landscape, moving from a general sense of your local economy to a specific, data-driven understanding of who holds the economic power and where the greatest vulnerabilities lie.

This Week's Task: Mapping the Economic Engine

Your mission is to conduct OSINT to identify the key industries and the top 5 largest employers in your AO, and to analyze this data for points of failure.

Step 1: Identify Your AO's Major Industries. * What are the top 3-5 industries in your AO by employment? (e.g., Healthcare & Social Assistance, Manufacturing, Retail Trade, Agriculture, Government). * **Primary Source:** Your best source for this is the official website for your county's **Economic Development Office** or the local **Chamber of Commerce**. These organizations exist to

promote local business and produce extensive data on the local economic profile. * Search their websites for an "Economic Profile," "Major Industries," or "Annual Report" document.

Step 2: Identify the Top 5 Largest Employers. * This is the core of your task. You are looking for a specific, ranked list. * **Primary Source:** Again, the County Economic Development Office or Chamber of Commerce is the definitive source. They often publish a "Top Employers" list. * **Secondary Source:** A local business journal or the business section of your local newspaper may have published an article with this list. Use search terms like "[Your County Name] largest employers."

Step 3: Analyze for Economic Diversity. * Look at your list of the top 5 employers. * Are they all in the same industry (e.g., all five are auto parts manufacturers)? This indicates a **low level of diversity** and a high level of risk. If that one industry has a downturn, your entire community suffers. * Are they spread across different sectors (e.g., a hospital, a manufacturing plant, the county government, a large retail center, and a university)? This indicates a **high level of diversity** and a more resilient economy.

Step 4: Create Your Economic Fact Sheet. Using the template on the next page, document your findings.

Deliverable

A completed "Economic Drivers Fact Sheet," listing the major industries and top 5 employers in your AO, along with your assessment of the economy's diversity. File this as the first page in the "Economic" section of your binder.

Program Manager's Note

You have just taken a vital snapshot of your community's financial health and stability. This is not just a business exercise; it is a critical input to your threat assessment. A community that is a "company town," with its fate tied to a single employer in a volatile industry, is a community living on a knife's edge.

Now, connect this data to your previous work. Look at your **Social Fault Line** analysis from Week 20. Is the primary economic driver a source of that social tension? (e.g., Is the largest employer a new distribution center that is opposed by the long-time rural residents?)

Also, look at your map overlays. Where are these major employers physically located? A major factory located in a flood plain or served by a single, vulnerable bridge is a significant, multi-domain point of failure. By understanding the economic engine, you can now begin to predict the social consequences of its potential failure.

Workbook: Economic Drivers Fact Sheet

Area of Operations: _____

Top 3-5 Major Industries by Employment: 1.

_____	2.
_____	3.
_____	4.
_____	5.

Top 5 Largest Employers:

Ran k	Employer Name	Industry	Approx. # of Employees
1			
2			
3			
4			
5			

Economic Diversity Assessment: *(Is the local economy diverse or heavily dependent on a single industry? Explain your assessment.)*

Primary Economic Vulnerability: *(What is the single greatest threat to your local economy? E.g., "Over-reliance on the auto industry," "The potential closure of the Patriot Logistics center.")*

Week 36: Logistics & Supply Chain

Objective: To identify the major food and retail distribution centers that service your AO, and to map the primary trucking routes that form the final link in your community's supply chain.

Background

Modern society is fed and supplied by a logistics system of breathtaking complexity and terrifying fragility. The grocery stores, pharmacies, and hardware stores in your AO do not have vast warehouses in the back. They operate on a "**just-in-time**" logistics model, where shelves are restocked by a constant, precisely-timed flow of trucks. Most stores carry only a 2-3 day supply of inventory. When the trucks stop rolling, the shelves go bare with alarming speed.

This entire system hinges on a key piece of infrastructure that is largely invisible to the public: the **Distribution Center (DC)**. These are the gargantuan, million-square-foot warehouses, often located near major highway interchanges in your Area of Interest, from which all goods are dispatched. A single Walmart or Kroger distribution center may service hundreds of stores across a multi-state region. A disruption at one of these DCs—whether from a natural disaster, a labor strike, a fire, or a targeted attack—would create an immediate supply crisis across your entire AO.

This week, we will peel back the curtain on this system. By identifying the key distribution centers and mapping the trucking routes that radiate from them, you will gain a critical understanding of one of your community's most significant vulnerabilities. This knowledge is the foundation for any realistic personal logistics and supply plan.

This Week's Task: Mapping the Flow of Goods

Your mission is to identify the key distribution centers that service your AO and to add this critical logistical data to your "Transportation" overlay.

Step 1: Identify Key Distribution Centers (OSINT). * This requires putting on your OSINT detective hat. Think about the major retail and grocery chains in your AO (Walmart, Kroger, Costco, Home Depot, etc.). * **Method A (Web Search):** Conduct searches like "Walmart distribution center [Your State]" or "Kroger logistics locations." The corporate websites for these companies often list their DC locations. * **Method B (Satellite Imagery):** Use **Google Earth Pro** to scan industrial areas along the major interstates in your AI. You are looking for massive buildings, often over a million square feet, with a vast number of truck loading docks on one or more sides. These are almost always

distribution centers. You can often identify the company by the logos on the trucks in the parking lot. * Identify the 2-3 most significant DCs that likely service the stores in your AO.

Step 2: Update Your Transportation Overlay. * Get your "Transportation" overlay from your binder.

* Choose a new symbol to represent these critical logistical hubs (e.g., a small truck or a square with "DC"). * Mark the location of the key distribution centers you identified on your overlay. Note that they will likely be in your AI, not your AO.

Step 3: Map the Primary Supply Routes. * Now, connect the dots. Using a highlighter or a new colored marker (e.g., purple), trace the most likely primary trucking routes from the distribution centers to the major retail hubs in your AO. * These routes will almost always follow the major interstates and highways you mapped in Week 9.

Deliverable

1. Your updated "Transportation" overlay, now showing the locations of key regional distribution centers and the highlighted primary trucking routes that form your AO's supply lines.
2. A completed "Supply Chain Analysis" worksheet, recorded on the next page.

Program Manager's Note

You have just mapped the fragile lifeline that keeps your community fed and supplied. The purple lines you drew on your overlay are the arteries of commerce. Now, for the critical analysis that reveals the system's vulnerability.

Look at your fully updated overlay. * Do these critical supply routes rely on a single, vulnerable chokepoint, like the **Miller Bridge** we've discussed in previous examples? What happens if that bridge is closed? The trucks stop. * Do the routes pass through areas prone to severe weather, as identified on your **Climate Calendar**? A blizzard that shuts down the interstate for three days is not an inconvenience; it is a direct threat to the food supply.

The intelligence you've gathered this week is profoundly actionable. You now understand that your personal resilience is not just about what's in your pantry; it's about understanding the fragility of the system that fills that pantry. This knowledge provides the clear, data-driven rationale for building a robust personal supply of essential goods, moving you from a "just-in-time" consumer to a "just-in-case" planner.

Workbook: Supply Chain Analysis

Use this space to list the key logistical hubs and your analysis of the supply routes.

Key Distribution Centers Serving My AO: 1. **Company & Location:** (e.g., "Walmart DC #7038, Founders City, IA") **Services:** (e.g., "General merchandise and groceries for all Walmarts in the eastern half of the state.")

1. **Company & Location:** (e.g., "Kroger Regional DC, Jefferson County") **Services:** (e.g., "Primary food distribution for Kroger-affiliated stores.")
-
-

Primary Supply Route Analysis: *(Describe the primary trucking routes from the DCs into your AO. What roads do they use?)*

Key Vulnerabilities Identified: *(What is the single greatest threat to your AO's supply chain? E.g., "The entire supply chain for my AO depends on trucks crossing the Miller Bridge," or "The primary supply route, I-76, is frequently closed in winter due to blizzards.")*

Week 37: The Information Domain - Media Landscape

Objective: To identify the primary local news sources that shape the public narrative in your AO, and to conduct a neutral assessment of their general political leanings and factual credibility.

Background

We now begin our final phase of collection by entering the **Information Domain**. This is the nervous system of your community. It is the complex web of channels through which people learn about the world, authorities disseminate instructions, and narratives—both true and false—take hold and spread. In a crisis, the person who controls the flow of information holds immense power. Understanding this environment is just as important as understanding the physical terrain.

The first and most visible layer of this domain is the **Media Landscape**—the established, formal news outlets that are the primary shapers of the public narrative. This includes:

- **Local Television News:** The network affiliates (ABC, CBS, NBC, Fox) that cover your area.
- **Local Radio:** Especially AM and FM news/talk radio stations, which can be a vital source of information during a power outage when TV and internet are down.
- **Newspapers:** The primary local and regional newspapers, both in print and online.
- **Influential Blogs:** Any independent local bloggers or websites that have a large, dedicated following and are considered a trusted news source by a segment of the population.

As an analyst, your job is not simply to consume this media, but to deconstruct it. You must understand who owns the narrative. This requires a dispassionate assessment of each outlet's **political leanings** and **credibility**. Is a source known for solid, fact-based reporting, or is it more focused on opinion, sensationalism, and "clickbait"? Understanding these biases is critical to filtering signal from noise and developing a clear picture of what is actually happening.

This Week's Task: Mapping the Narrative

Your mission is to identify the key media players in your AO and to create a fact sheet that assesses their biases and reliability.

Step 1: The Media Scan. For a period of 3-4 days this week, actively and intentionally engage with the local media. * Watch the 6 o'clock evening news from the major local channels. * Listen to a popular morning drive-time news/talk radio show. * Read the front page and the opinion section of the

main local newspaper's website. * The goal is to get a feel for their tone, their focus, and the stories they choose to cover (and those they choose to ignore).

Step 2: Identify the Key Outlets. Based on your scan and general knowledge, identify the 3-5 most influential media outlets that cover your AO.

Step 3: Assess Bias and Credibility. This is a neutral, analytical task. For each outlet, you will make a judgment based on evidence. * **Political Leaning:** Does the outlet's editorial content, opinion pieces, and story selection tend to favor one side of the political spectrum (Left, Center, Right)? * **Factual Credibility:** Is the reporting generally based on verifiable facts and multiple sources, or does it rely heavily on emotional language, unsourced claims, and opinion? * **OSINT Tool:** To help calibrate your own assessment, you can use a media bias checking website like AllSides or Ad Fontes Media. Look up your national network affiliates or major state newspapers to see how they are rated.

Step 4: Create Your Media Fact Sheet. Using the template on the next page, create a roster of the key media outlets. For each, note its type, your assessment of its political leaning, and its general credibility.

Deliverable

A completed "Media Landscape Fact Sheet" for your Area of Operations. File this as the first page in the "Information" section of your binder.

Program Manager's Note

You have just mapped the primary "broadcast towers" of information in your community. These outlets are the filters through which most of your neighbors will understand any crisis. Knowing their biases is a form of analytical armor. It allows you to triangulate the truth by consuming information from multiple sources and mentally correcting for their known leanings.

This intelligence is also predictive. In a crisis, you can now anticipate the *narrative* that will likely emerge. You can predict which outlets will focus on the government's response, which will focus on the human suffering, and which will frame the event through a specific political lens. This allows you to "read between the lines" of public messaging and to develop a more accurate and nuanced orientation to the situation than those who are passively consuming a single source. Next week, we will go deeper, exploring the informal "grapevine" networks where rumors are born and spread.

Workbook: Media Landscape Fact Sheet

Area of Operations: _____

Outlet 1: * Name & Type: (e.g., "WXYZ-TV / Local ABC Affiliate")

_____ * Assessed Political

Leaning (Left / Center / Right): _____ * Assessed Credibility (High / Medium / Low): _____ * Notes: (e.g., "Focuses on human interest stories. Tends to have a slightly left-of-center editorial stance.")

Outlet 2: * Name & Type: (e.g., "Liberty County Sentinel / Weekly Newspaper")

_____ * Assessed Political

Leaning: _____ * Assessed Credibility:

_____ * Notes:

Outlet 3: * Name & Type: (e.g., "AM 1230 WXYZ / News & Talk Radio")

_____ * Assessed Political

Leaning: _____ * Assessed Credibility:

_____ * Notes:

Outlet 4: * Name & Type: _____ *

Assessed Political Leaning: _____ * Assessed Credibility:

_____ * Notes:

Overall Media Landscape Assessment: *(Is your local media environment diverse with multiple viewpoints, or is it dominated by a single political perspective?)*

Week 38: The Information Domain - The Grapevine

Objective: To identify and map the primary formal and informal information networks in your AO, understanding both the official channels for alerts and the unofficial "grapevines" where rumors spread.

Background

Last week, we mapped the formal media landscape—the "one-to-many" broadcast model of information. This week, we delve deeper into the "many-to-many" networks where information really moves. In a crisis, information flows through two distinct types of channels, and you must understand both.

1. **Formal Networks (The Official Word):** These are the official, sanctioned channels that government and emergency management agencies use to disseminate critical, life-safety information to the public. This includes emergency alert systems, official websites, and social media feeds. This is where you will get evacuation orders, shelter locations, and other verified instructions. Knowing how to tap into this network is a non-negotiable part of your plan.
2. **Informal Networks (The Grapevine):** This is how people *really* talk to each other. It is the network of rumors, gossip, eyewitness accounts, and speculation that often moves faster, though far less reliably, than formal news. The grapevine can be a powerful tool for early warnings and real-time situational awareness ("The bridge is washed out," "The gas station on Main is out of fuel"), but it is also the primary vector for dangerous misinformation and panic-inducing rumors.

An effective analyst monitors both networks. You rely on the formal network for authoritative commands, but you listen to the informal network to understand the real-time "pulse" of the community—its mood, its fears, and the street-level reality that official channels are often too slow to report.

This Week's Task: Mapping the Official and Unofficial Networks

Your mission is to identify the key nodes in both your AO's formal and informal information networks.

Step 1: Identify and Subscribe to Formal Networks. * This task is about setting up your personal "official alert" system. * **Emergency Alert Systems:** Conduct a web search for "[Your County Name] emergency alert system." Common systems include CodeRED, Nixle, or Everbridge. Go to the official county website and sign up to receive these alerts via text message and email. * **Official Social Media:** Find and "follow" or "like" the official social media accounts (Facebook, Twitter/X) for: * Your County Emergency Management Agency (EMA) * Your County Sheriff's Office * Your local City Police Department * Bookmark their official websites in a new "Emergency Info" folder in your browser.

Step 2: Identify Informal Digital Networks. * Where does your community talk online? You are looking for the digital "town square." * Search on social media platforms for the primary, unfiltered community group for your town or county. Use search terms like "[Your Town Name] Community Group," "[Your County] Unfiltered," or "What's Happening in [Your Town]." * Join or monitor this group. Your role is to be a passive listener, not an active participant.

Step 3: Identify Informal Physical Networks. * Where do people in your community physically gather to exchange information and gossip? This requires applying your knowledge of the human terrain. * Think about the "hubs" you've observed. Common examples include: * A popular, long-standing diner or coffee shop where the "old timers" meet every morning. * The local barbershop or hair salon. * A busy gun store, hardware store, or farm supply co-op. * These are the physical nodes of the grapevine. Knowing where they are tells you where the "word on the street" originates.

Step 4: Create Your Information Networks Roster. Using the template on the next page, document all the formal and informal networks you have identified.

Deliverable

A completed "Information Networks Roster," listing the key official and unofficial channels of communication in your AO. File this in the "Information" section of your binder.

Program Manager's Note

You have just mapped the nervous system of your community. You now have a clear understanding of the difference between "signal" (official, verified information) and "noise" (unofficial rumor and speculation). A key skill for an analyst in a crisis is to monitor both but to never confuse the two.

Your personal preparedness has taken a huge leap forward this week. By subscribing to the official alert systems, you have ensured that you will receive critical, life-saving information directly from the source. By identifying the informal networks, you have given yourself a tool to gauge the real-time mood and concerns of your community. For example, if the official news is calm but the local Facebook group is exploding with reports of shelf-clearing at grocery stores, that is a powerful indicator that a situation is deteriorating faster than the authorities are reporting. This ability to fuse official and unofficial reporting is a high-level analytical skill.

Workbook: Information Networks Roster

Area of Operations: _____

Formal (Official) Networks:

Emergency Alert System: * **System Name:** (e.g., CodeRED)

_____ * **Status:** (Subscribed / Not Subscribed)

Official Social Media Feeds (Followed): 1. **Agency:** (e.g., Liberty County EMA)

_____ 2. **Agency:** (e.g., Liberty County Sheriff's Office)

_____ 3. **Agency:**

Official Websites (Bookmarked): 1. **Agency:**

_____ 2. **Agency:**

Informal (Unofficial) Networks - "The Grapevine":

Primary Digital Grapevine: * **Name:** (e.g., "Liberty County Unfiltered" Facebook Group)

_____ * **Notes:** (e.g., "Primary source of local rumors. Must be cross-referenced.")

Key Physical Grapevine Nodes: 1. **Location:** (e.g., "Old Mill Diner") **Notes:** (e.g., "Morning gathering spot for local business/political leaders.")

_____ 2. **Location:** (e.g., "Main Street Barbershop") **Notes:** _____

Analytical Note: *(How will you use these different networks in a crisis? How will you differentiate between credible information and rumor?)*

—

Week 39: Q3 Review & Consolidation

Objective: To pause, review, and organize all data collected on the domains of power, control, and economics, and to produce a synthesized intelligence assessment of your local law enforcement's capabilities.

Background

We have now reached the end of our third quarter and the completion of our primary data collection phase. Over the last three months, you have systematically deconstructed the overarching systems of control that govern your AO. You have mapped the formal political power, researched the legal frameworks, identified the instruments of force, analyzed the economic engine, and charted the flow of information. You have assembled the final, crucial pieces of the puzzle.

This week, we conduct our third scheduled project inspection. It is our final chance to ensure all the data we've collected is organized, legible, and properly filed before we pivot in Quarter 4 from collection to the demanding work of deep analysis, synthesis, and planning.

This review is a critical moment to consolidate your understanding of the "superstructure" of your community. These domains—Political, Military, and Economic—are inextricably linked. Political decisions direct law enforcement. Economic health dictates political stability. By pausing to review them together, you can begin to see the powerful feedback loops that exist between them, building a more sophisticated and dynamic model of your environment.

This Week's Task: Your Third Project Inspection

Your mission is to conduct a top-to-bottom review of all the work you have completed in Quarter 3 and to produce a specific, synthesized intelligence assessment based on that data.

Step 1: Lay Out Your Q3 Materials. Clear your workspace. Lay out your binder and all the new materials you have created since Week 27: * Your "Political Order of Battle" chart * Your Legal Framework summaries (Emergency Powers & Self-Defense) * Your Political Activism Analysis * Your updated "Emergency Services" overlay * Your Law Enforcement Capabilities Assessment * Your Military Presence Fact Sheet * Your Economic Drivers Fact Sheet * Your updated "Transportation" overlay (with supply routes) * Your Information Domain fact sheets (Media Landscape & Networks)

Step 2: Conduct a Binder Review. * Go through your physical binder's "Political," "Military / Law Enf.," "Economic," and "Information" sections. * Ensure every worksheet, fact sheet, and roster is filed

correctly, is neat, and is easy to read. * Review your notes. Do they still make sense? Do they spark any new connections or questions?

Step 3: Write Your Q3 Intelligence Summary. This is your primary analytical task. This quarter, your summary will be a specific threat assessment that requires you to synthesize data from multiple domains. You will answer the question: **Based on all my research, what is my assessment of my local law enforcement's capability to handle a large-scale, politically motivated civil disturbance?**

To answer this, you must connect the dots between several pieces of your research: * The **Social Fault Line** and **Ideological Groups** (the likely actors). * The **Law Enforcement Manpower** (the number of responders). * The **Political Activism Analysis** (the likely flashpoints). * The **Emergency Services Map** (the physical disposition of forces).

Deliverable

1. A fully organized and reviewed Quarter 3 section of your Area Study binder.
2. A one-paragraph "Q3 Intelligence Summary," written below, assessing your local law enforcement's capabilities. Copy this onto a new page and file it at the beginning of your "Military / Law Enf." section.

Program Manager's Note

Congratulations on completing the final data collection phase of this project. Over the past nine months, you have assembled a multi-domain picture of your environment that is richer, more detailed, and more nuanced than you could have imagined when you began.

The intelligence summary you wrote this week is a perfect example of a high-level, synthesized assessment. Notice that to answer the question, you had to pull data from the Social, Political, and Military domains simultaneously. You could not have written this assessment in Week 1, or even in Week 26. It is the direct product of your systematic, layer-by-layer approach.

You have now built the complete raw data file. You have collected and organized all the necessary components. The foundation is poured, the framing is up, and the systems are roughed in. Now, we begin the finish work. Quarter 4 is where we connect all the dots, build our final product, and, most importantly, turn all this hard-won knowledge into actionable plans that will give you the proactive advantage.

Workbook: Q3 Intelligence Summary

Based on your review of all data from Quarter 3, write a one-paragraph summary assessing your local law enforcement's capability to handle a major civil disturbance.

Drafting & Notes:

Final Q3 Intelligence Summary
(Example: Based on the identification of two ideologically opposed and active groups (the Liberty County Minutemen and the Liberty Action Collective) who are focused on the contentious zoning fault line, my assessment is that the Liberty County Sheriff's Office is poorly equipped to handle a large-scale civil disturbance. With only 75 sworn deputies to police a large, dispersed population, their manpower is likely insufficient to preemptively separate hostile groups at a predictable flashpoint like the county courthouse. While they can respond to violence, their low force-to-population ratio suggests their posture will be primarily reactive, creating a significant security vacuum during the initial and most critical phases of a politically motivated confrontation.)

Part 4: Quarter 4 - Synthesis, Application & Maintenance

Week 40: Connecting the Dots - Cross-Domain Analysis

Objective: To practice the art of synthesis by analyzing a single hypothetical event and tracing its cascading second and third-order effects across multiple PMESII-PT domains.

Background

Welcome to Quarter 4. For the past nine months, you have been a dedicated collector, patiently gathering and organizing hundreds of individual data points. Now, we pivot from collection to the highest form of intellectual work in this process: **synthesis**. Synthesis is the art of weaving disparate threads of data into a single, coherent tapestry. It is the ability to see your AO not as eight separate categories in a binder, but as a single, complex, and interconnected system.

The key to this process is understanding **second and third-order effects**. A novice sees only the immediate, obvious impact of an event. An expert analyst sees the chain reaction. * **First-Order Effect (Obvious):** A major blizzard hits. *Effect:* The roads are covered in snow. * **Second-Order Effect (The "So What?"):** Because the roads are blocked (**Infrastructure**), the "just-in-time" supply trucks cannot reach the grocery stores (**Economic**). * **Third-Order Effect (The Deeper "So What?"):** Because the grocery stores are running out of food, it creates localized panic buying and social friction (**Social**), which could lead to disputes that require a law enforcement response (**Military/LE**).

This is **cross-domain analysis**. It is the art of asking how a change in one domain will cascade through all the others. Mastering this skill is what separates a mere summary of facts from a true intelligence assessment. It is the skill that allows you to move from reacting to events to anticipating them.

This Week's Task: Wargaming a Scenario

Your mission is to choose one significant hypothetical event and write a short "intelligence estimate" of its likely cascading effects across your AO. This is a mental "wargame" to practice your analytical skills.

Step 1: Choose Your Hypothetical Event. Select one of the following scenarios, or choose another that is highly relevant to your AO based on your research. * **Scenario A (Economic):** The largest private employer in your county announces it is closing permanently in 90 days. * **Scenario B (Infrastructure):** A cyberattack or major technical failure causes a regional electrical grid collapse, leading to a power outage projected to last 7-10 days. * **Scenario C (Natural Disaster):** A historic flood, worse than the 100-year flood plain, inundates your AO's primary population center.

Step 2: Assemble Your Intelligence. This is an open-book test. Pull out your entire Area Study binder. You will need to reference data from multiple sections to do this task well.

Step 3: Trace the Chain Reaction. On the worksheet below, start with the first-order effect of your chosen event. Then, begin asking "So what?" relentlessly, tracing the consequences as they ripple through at least three other PMESII-PT domains. Think about the specific vulnerabilities you have already identified in your research.

Example Thought Process for Factory Closure: * **Economic (1st Order):** 1,000 people lose their high-paying jobs. * **Economic (2nd Order):** Mass unemployment leads to a sharp drop in consumer spending. Smaller businesses that relied on factory workers (diners, shops) begin to fail. The local tax base collapses. * **Social (2nd Order):** Rise in unemployment and poverty leads to increased stress, depression, and potentially a rise in crimes of desperation (theft, domestic issues). The social fabric frays. * **Political (3rd Order):** The collapse of the tax base forces the County Commission to make drastic cuts to services (police, fire, schools). This leads to intense political anger and provides a fertile recruiting ground for the populist ideological groups you identified.

Step 4: Write Your Analysis. Consolidate your notes into a clear, concise paragraph that explains the cascading failure.

Deliverable

A completed "Cross-Domain Analysis Worksheet," detailing the second and third-order effects of a single hypothetical event. File this in a new "Analysis" subsection within your Executive Summary tab.

Program Manager's Note

This is the most intellectually demanding task you have undertaken so far, and it is the absolute core of what it means to be an analyst. You have just run a simulation inside your binder. The analysis you produced is a powerful predictive tool. You have demonstrated the ability to see beyond the immediate event and to understand your Area of Operations as the dynamic, interconnected system that it is.

This skill is your proactive advantage. While others will be stunned by the "unexpected" closure of local businesses after a factory shutdown, you will have already anticipated it. While others are surprised by the political turmoil that follows a budget crisis, you will understand its economic roots. This is the ability to see the future, not through a crystal ball, but through the clear lens of rigorous, multi-domain analysis.

Workbook: Cross-Domain Analysis Worksheet

Hypothetical Event Selected: _____

First-Order Effect (The immediate, obvious result):

Cascading Effects (Trace the chain reaction across multiple domains):

Domain 1: _____ * Second-Order Effect:

_____ * Third-Order Effect:

Domain 2: _____ * Second-Order Effect:

_____ * Third-Order Effect:

Domain 3: _____ * Second-Order Effect:

_____ * Third-Order Effect:

Final Intelligence Summary: *(Synthesize your findings into a single, concise paragraph explaining the cascading failure.)*

Week 41: Strategic Assessment - SWOT Analysis

Objective: To synthesize all of your collected intelligence into a high-level strategic overview using the SWOT analysis framework.

Background

Over the last 40 weeks, you have assembled an incredible amount of detailed information about your Area of Operations. You have maps, overlays, fact sheets, and timelines covering everything from topography to ideology. The challenge now is to distill this vast repository of knowledge into a simple, clear, and actionable strategic picture. How do you summarize an entire binder on a single page?

For this, we will borrow a simple yet powerful framework from the world of business strategy: **SWOT Analysis**. SWOT is an acronym that stands for **Strengths, Weaknesses, Opportunities, and Threats**. It is a tool for forcing a balanced assessment of any entity, from a Fortune 500 company to a local community.

The framework is organized into a simple four-quadrant grid:

- **Strengths (Internal, Helpful):** These are the inherent advantages and positive attributes that exist *inside* your AO. What does your community do well? What are its core assets?
- **Weaknesses (Internal, Harmful):** These are the inherent disadvantages and vulnerabilities that exist *inside* your AO. What are its critical points of failure? What are its persistent problems?
- **Opportunities (External, Helpful):** These are positive factors that exist *outside* your AO that could be leveraged for its benefit.
- **Threats (External, Harmful):** These are negative factors that exist *outside* your AO that could have a detrimental impact upon it.

Conducting a SWOT analysis forces you to synthesize your data from all eight PMESII-PT domains into a single, coherent picture. It clearly lays out your AO's advantages and vulnerabilities, providing an invaluable starting point for any planning effort. It is the perfect tool for creating a high-level "snapshot" of your strategic environment.

This Week's Task: Creating the Strategic Snapshot

Your mission is to conduct a formal SWOT analysis of your entire Area of Operations, drawing from all the intelligence you have collected over the past ten months.

Step 1: Assemble Your Intelligence. This is a capstone exercise. Have your entire Area Study binder and all your overlays accessible. You will need to pull information from every section.

Step 2: Brainstorm for Each Quadrant. On a separate piece of paper or a whiteboard, create the four SWOT quadrants. Go through your binder, section by section, and start populating these quadrants with key findings. * *Reading the Physical Domain section?* A diversity of water sources is a **Strength**. A single, critical bridge is a **Weakness**. * *Reading the Social Domain section?* A high level of community cohesion in rural areas is a **Strength**. A deep political fault line is a **Weakness**. * *Reading the Economic Domain section?* A new state grant for broadband is an **Opportunity**. A national supply chain disruption is a **Threat**.

Step 3: Select the Most Critical Points. Your brainstorm list might be long. The goal of the final SWOT analysis is clarity. Review your lists and select the top 3-5 most significant points for each of the four categories. You are looking for the factors that have the greatest potential impact on the overall stability and resilience of your AO.

Step 4: Fill Out the SWOT Matrix. Using the template on the next page, write your finalized, most critical points into the four-quadrant grid. Be concise and clear. This is the one-page summary of your entire strategic assessment.

Deliverable

A completed, one-page SWOT Analysis matrix for your Area of Operations. File this in the "Analysis" subsection of your Executive Summary tab, directly behind last week's Cross-Domain Analysis.

Program Manager's Note

The document you have just created is a powerful instrument of strategic clarity. You have successfully distilled nearly a year's worth of detailed research into a single, easy-to-understand snapshot. This is the kind of high-level summary that is invaluable for decision-making.

The true power of a SWOT analysis lies in its ability to guide your planning. * Your plans should be designed to **leverage your Strengths**. * They should seek to **mitigate your Weaknesses**. * They should be prepared to **exploit Opportunities**. * And most importantly, they must be built to **defend against your Threats**.

This analysis provides the direct "why" for the contingency and security plans we will begin building in the coming weeks. It is the logical bridge between your raw intelligence collection and your future, reality-based action plans.

Workbook: SWOT Analysis Matrix

Area of Operations: _____

	Helpful (to achieving goals)	Harmful (to achieving goals)
Internal	STRENGTHS <i>(What are the inherent advantages and core assets of your AO?)</i>	WEAKNESSES <i>(What are the inherent vulnerabilities and critical points of failure in your AO?)</i>
	1.	1.
	2.	2.
	3.	3.
	4.	4.
	5.	5.
External	OPPORTUNITIES <i>(What external factors could be leveraged to benefit your AO?)</i>	THREATS <i>(What external factors could negatively impact your AO?)</i>
	1.	1.
	2.	2.
	3.	3.
	4.	4.
	5.	5.

Key Strategic Insight: *(What is the single most important story this SWOT analysis tells you about your AO's overall position? E.g., "The AO's primary internal weakness (aging infrastructure) is dangerously exposed to the most likely external threat (severe winter storms).")*

Week 42: Production - Writing the Executive Summary

Objective: To produce the single most important page of your Area Study: a clear, concise, one-page Executive Summary that communicates your most critical findings and judgments.

Background

You have reached the pinnacle of the intelligence process. You have planned, collected, and analyzed. Now, you will produce. The **Executive Summary** is the culmination of all your work. It is the synthesis of your entire binder, distilled into a single, powerful page. If a person—your spouse, a group member, or even yourself in a high-stress moment—only has 60 seconds to understand your environment, this is the page they will read.

Intelligence writing is a unique skill. It is not academic or literary; it is a form of technical writing with one overarching goal: to convey critical information to a decision-maker as efficiently as possible. Your words must be precise, your judgments must be supported by the facts you've gathered, and your conclusions must be unambiguous.

To achieve this, we will use a cardinal rule of professional intelligence writing: **BLUF**, which stands for **Bottom Line Up Front**. This is a communication style that places the most important conclusion first, followed by the supporting details. The reader should never have to wade through a long paragraph to get to the point. This is the opposite of how most people write, but it is the most effective way to communicate under pressure.

Your Executive Summary, written last but placed first in your binder, will have four key sections that deliver the BLUF on your entire Area Study.

This Week's Task: Writing the "One-Pager"

Your mission is to synthesize all your analysis from the past 41 weeks into a single, high-impact Executive Summary. This document should be no more than one page.

Step 1: Assemble Your Key Analytical Products. This summary is built upon your previous analytical work. Pull out the following documents from your binder: * Your Q1, Q2, and Q3 Intelligence Summaries * Your Cross-Domain Analysis from Week 40 * Your SWOT Analysis from Week 41

Step 2: Draft Section 1 - Overall Assessment. * This is your highest-level judgment. In one short paragraph, what is the fundamental character of your AO? Is it stable? Fragile? Facing a specific

challenge? * Start with your "Bottom Line" (e.g., "Liberty County is a community at a crossroads, where traditional social cohesion is being threatened by rapid growth and fragile infrastructure.").

Step 3: Draft Section 2 - Key Strengths & Vulnerabilities. * Review your SWOT analysis. * In a simple bullet-point format, list the 2-3 most significant internal **Strengths** (advantages) and the 2-3 most critical internal **Weaknesses** (vulnerabilities) of your AO. Be specific (e.g., Vulnerability: "The Miller Bridge represents a critical single point of failure for all north-south traffic.").

Step 4: Draft Section 3 - Primary Threats & Most Likely Scenarios. * This section focuses on the external dangers. * List the 2-3 most likely and/or most dangerous scenarios you have identified through your research. These are your primary planning priorities. Be specific. * *Weak*: "Bad weather" -> *Strong*: "A severe winter storm involving heavy ice, leading to a prolonged (3-7 day) power outage." * *Weak*: "Protests" -> *Strong*: "A violent confrontation between opposed ideological groups at the county courthouse."

Step 5: Draft Section 4 - Key Judgments (The BLUF). * This is your final, action-oriented conclusion. What is the ultimate "So what?" of your entire study? What are the bottom-line recommendations for planning? * (e.g., "Key Judgment: All contingency planning must prioritize bypassing the Miller Bridge chokepoint and assume a 72-hour minimum grid-down scenario.")

Deliverable

A completed, one-page Executive Summary for your Area Study. Print this and place it as the very first page in your binder, in front of the "Executive Summary" tab.

Program Manager's Note

This is your masterpiece. The Executive Summary is the final product of the Intelligence Cycle and the tangible proof of your analytical skill. It represents hundreds of hours of research, condensed with clarity and purpose. It is the ultimate decision-making tool. In a crisis, when time is short and stress is high, you will not have time to flip through your entire binder. You will read this one page to re-orient yourself to the strategic landscape, remind yourself of the key vulnerabilities, and confirm your primary plans.

The ability to produce a document like this is what separates an amateur from a professional. You have not just collected data; you have created knowledge. You have not just identified risks; you have prioritized them. You have successfully forged a high-quality intelligence product. Now, it's time to put it to use.

Workbook: Executive Summary Template

Executive Summary: Area Study of _____ Last Updated:

1. Overall Assessment: *(Your bottom-line judgment on the state of your AO. One short paragraph.)*

2. Key Strengths & Vulnerabilities:

- **Strengths:**
- **Vulnerabilities:**

3. Primary Threats & Most Likely Scenarios:

- **Most Likely Natural Disaster:**
- **Most Dangerous Man-Made Threat:**
- **Most Damaging Economic/Infrastructural Scenario:**

4. Key Judgments & Bottom-Line Recommendations (BLUF): *(Your final, action-oriented conclusions for planning.)*

Week 43: Production - Assembling the Binder

Objective: To conduct the final assembly of your physical Area Study binder and to create a complete, redundant digital backup, transforming your collection of worksheets and overlays into a finished, professional product.

Background

Over the past ten months, you have created a wealth of intelligence products: worksheets, fact sheets, rosters, analytical summaries, and, most importantly, your hand-crafted map overlays. Right now, they may exist as a collection of loose papers, workbook pages, and digital files. This week, we bring it all together. This is the "production and assembly" line phase of our project.

The goal is to create two distinct but identical products: a robust physical binder and a secure digital binder. This dual-system approach gives you the ultimate in resilience.

1. **The Physical Binder:** In a world without power or internet, this is your single source of truth. It is a tangible, reliable, and portable intelligence library. Its well-organized, tabbed structure is designed for rapid information retrieval under stress. It is not just a collection of papers; it is a carefully engineered decision-making tool.
2. **The Digital Binder:** This is your "master copy." It is easier to update, search, and duplicate than the physical version. Maintaining a clean and complete digital file is the key to keeping your Area Study a living document over the long term. It is also the source from which you can print fresh copies of any page that gets lost or damaged.

This final assembly process is more than just administrative work. It is an act of final quality control, ensuring every piece of your hard-won intelligence is properly formatted, filed, and protected.

This Week's Task: Final Assembly and Backup

Your mission is to bring all the components of your study together into one cohesive physical product and to ensure its longevity with a secure digital backup.

Step 1: Print All Materials. * Go through this workbook, page by page. * Carefully remove or make clean, high-quality photocopies of every worksheet, fact sheet, roster, and analytical summary you have filled out. * If you have any notes on scratch paper, transcribe them neatly onto a clean sheet. * Print a clean, final copy of your one-page Executive Summary from last week.

Step 2: Organize the Physical Binder. * Take your 3-ring binder with its tab dividers that you created back in Week 3. * Place your Executive Summary as the very first page, in front of the first tab. * Go through all your printed materials and file each one behind its correct tab (e.g., the Demographic Fact Sheet goes in the "Social" section, the Political Order of Battle goes in the "Political" section, etc.). * Use clear sheet protectors for all your pages, especially your analytical summaries, to protect them from wear and moisture.

Step 3: Organize and Protect Your Overlays. * Your transparent map overlays are valuable assets. * The best way to store them is in a pouch or folder within the binder itself. You can purchase 3-hole punched plastic pouches that fit directly into your binder. * Alternatively, you can place each one in a heavy-duty sheet protector and file them in the "Appendices" section.

Step 4: Create a Complete Digital Backup (The Rule of Three). * Go to your digital "Area Study" folder structure. * Scan every single physical document you just printed and filed, saving it as a PDF in the correct digital sub-folder. Give each file a clear name (e.g., "Week_32_LE_Capabilities.pdf"). * You now have a complete master digital copy. * To ensure this data survives a computer failure, follow the **3-2-1 Backup Rule**: 1. Keep **3** copies of your data. 2. On **2** different types of media (e.g., your computer's hard drive AND an external hard drive). 3. With **1** copy stored off-site (e.g., a password-protected, encrypted USB flash drive stored in your go-bag or at a trusted location).

Deliverable

1. A fully assembled, organized, and protected physical Area Study binder.
2. A complete, organized, and backed-up digital version of your Area Study.

Program Manager's Note

Take a moment to look at the physical binder you are holding. This is the tangible result of nearly a year of disciplined, consistent effort. It is the physical manifestation of your commitment to moving from a reactive to a proactive mindset. It is arguably the single most powerful and personalized preparedness tool you can own, built by you, for you.

The backup process you completed is not optional; it is essential. A digital file that only exists in one place is a file that is waiting to be lost. By following the 3-2-1 rule, you have built resilience into your intelligence product itself.

You have now officially completed the first full pass through the Intelligence Cycle, from Planning to Production. You have a finished product. But our mission is not over. Intelligence that isn't used is just trivia. Starting next week, we will focus on the final and most important phase: Application. We will learn how to turn this binder into a powerful engine for creating robust, reality-based plans.

Workbook: Final Production Checklist

Use this space to track the completion of your final assembly and backup tasks.

Physical Binder Assembly: * ☐ All workbook pages and notes have been printed or cleanly copied. * ☐ Executive Summary is the first page. * ☐ All documents are filed behind the correct PMESII-PT tabs. * ☐ All pages are placed in sheet protectors. * ☐ Map overlays are stored securely within the binder.

Digital Binder Backup: * ☐ Every physical document has been scanned and saved as a PDF. * ☐ Every PDF is filed in the correct digital sub-folder. * ☐ The master digital folder has been backed up to a second, separate location (e.g., external hard drive). * ☐ The master digital folder has been backed up to a third, off-site location (e.g., encrypted USB drive).

Project Status: Intelligence Product Assembled. Ready for Application Phase.

Week 44: OCOKA & Security Planning

Objective: To apply the military terrain analysis framework of OCOKA to your own home and immediate neighborhood, creating a detailed security assessment that identifies vulnerabilities and key terrain.

Background

Knowledge that does not lead to action is merely trivia. For the next phase of our project, we pivot from building our intelligence file to **applying** it. We will now use our hard-won knowledge to create robust, reality-based plans. We begin with the most personal and most important plan: Security.

Your security plan starts with a deep, analytical understanding of the physical environment immediately around your home. A generic plan is of little use; an effective plan is tailored to the specific ground it will be executed on. To achieve this level of understanding, we will borrow another powerful tool from the military: **OCOKA**.

OCOKA is an acronym that provides a simple framework for analyzing the military aspects of terrain, which are just as relevant to civilian security and contingency planning. It forces you to see your neighborhood not just as a collection of houses and streets, but as a strategic landscape. It stands for:

- **O - Observation and Fields of Fire:** What can you see from your property, and what areas can you effectively monitor?
- **C - Cover and Concealment:** Where can a threat hide (**Concealment**), and what can stop a projectile (**Cover**)? Knowing the difference is critical.
- **O - Obstacles:** What features would slow, stop, or channel the movement of a person or vehicle?
- **K - Key Terrain:** What specific location, if controlled, offers a marked advantage to you or a potential threat?
- **A - Avenues of Approach:** What are all the possible routes—both obvious and hidden—that someone could use to approach your home?

By conducting a detailed OCOKA analysis of your immediate vicinity, you move beyond abstract fears and begin a systematic, professional-grade process of identifying and mitigating credible, specific vulnerabilities.

This Week's Task: Analyzing Your "Micro-Terrain"

Your mission is to get a detailed map of your property and immediate neighborhood and conduct a formal OCOKA analysis.

Step 1: Obtain Your "Micro-Map." * Go to your County GIS portal or Google Earth. * Zoom in as far as you can on your own property and the immediate surrounding area (e.g., your street and the two or three houses on either side). * Print this detailed satellite image in the highest quality possible. This will be your worksheet.

Step 2: Analyze Observation & Fields of Fire. * From your own house (your "Observation Post"), what can you see? Mark your primary fields of fire on the map. * What can others see? Identify any neighboring windows, high ground, or public areas that have a direct line of sight to your doors and windows.

Step 3: Analyze Cover & Concealment. * Mark all areas that offer **Concealment** (places to hide) with a 'C'. This includes thick bushes, hedges, stands of trees, shadow lines from buildings, or rows of parked cars. * Mark all areas that offer good **Cover** (protection from projectiles) with a 'CV'. This includes concrete walls, large trees, ditches, or steep earth berms.

Step 4: Analyze Obstacles. * Mark any features that would be an **Obstacle** to movement. This includes fences (note the type and height), dense woods, steep ditches, locked gates, or retaining walls.

Step 5: Identify Key Terrain. * This is the most critical analysis. What is the **Key Terrain** in your immediate area? It's not just "important," it's "decisive." * Examples: The crest of a small hill that overlooks your whole street. The corner house at the entrance to your cul-de-sac. A street light that illuminates your entire front yard. A dense patch of woods that provides a concealed approach to your back door. Mark these with a 'K'.

Step 6: Map All Avenues of Approach. * This is the synthesis of all the previous steps. Using a red marker, trace every possible **Avenue of Approach** to your home. * This must include the obvious (your driveway, the front walk) and the non-obvious (a path through your neighbor's backyard, a dry creek bed behind your property, an alleyway). Analyze how these routes use the available cover and concealment you have already identified.

Deliverable

1. Your completed "Micro-Map," marked up with your full OCOKA analysis.

2. A completed "Home Security Assessment" worksheet, summarizing your findings. File both documents in a new "Plans" section in your binder, under a "Security" sub-tab.

Program Manager's Note

You have just conducted a professional-grade vulnerability assessment of your own home. The map you created is one of the most actionable documents you will produce. It moves your security from a passive state to an active one.

Your vulnerabilities should now be starkly apparent. A back door that is not visible from the street (**Observation**) and is adjacent to a wooded, concealed **Avenue of Approach** is a significant, high-priority vulnerability. Your security plan now becomes a systematic effort to mitigate the specific weaknesses you have just identified, through measures like improved lighting, reinforced locks, security cameras, or clearing brush. This is the direct application of intelligence: using your analysis of the environment to create a specific, effective plan of action.

Workbook: Home Security Assessment (OCOKA)

Address / Location: _____

Summary of Findings:

Observation / Fields of Fire: * **Strengths:** (E.g., "Good observation of the entire street from upstairs front window.") _____ * **Weaknesses:** (E.g., "No line of sight to the back door from inside the house.") _____

Cover / Concealment: * **Key Areas of Concealment for a Threat:** (E.g., "The dense hedge line along the west side of the property.") _____

Obstacles: * **Key Obstacles:** (E.g., "The six-foot privacy fence is a good obstacle on the east, but the chain-link fence on the west is easily climbed.") _____

Key Terrain: * **Most Critical Piece of Key Terrain:** (E.g., "The street light on the corner is key terrain, as it denies concealment to anyone approaching from the north at night.") _____

Avenues of Approach: * Most Likely Avenue of Approach for a Threat: *(E.g., "From the wooded area behind the house, using the hedge line for concealment to approach the back door.")*

Top 3 Security Vulnerabilities to Mitigate: *(Based on your analysis, what are the three most urgent problems to fix?)*

1. _____
2. _____
3. _____

Week 45: Contingency Planning - P.A.C.E. Routes

Objective: To apply your detailed transportation intelligence to create a robust, redundant, and reality-based set of evacuation routes using the P.A.C.E. planning methodology.

Background

An effective plan is never a single, rigid course of action. It is a flexible, adaptable strategy with built-in redundancies. In any crisis, the military principle that "no plan survives first contact with the enemy" holds true. For us, the "enemy" can be a traffic jam, a washed-out bridge, or a sudden roadblock. A plan that relies on a single route is a plan that is guaranteed to fail.

To build a truly resilient evacuation plan, we will use a proven methodology known as **P.A.C.E.** This acronym stands for **Primary, Alternate, Contingency, and Emergency**. It is a simple but powerful framework for building redundancy into your most critical plans, ensuring that when one option fails, you have already thought through the next three.

- **Primary:** This is your intended route, the one that is usually the fastest and most direct. It likely uses the interstates and major highways you mapped.
- **Alternate:** This is your first backup if the Primary is blocked. It must be a *completely different* route, ideally using the secondary roads you have identified.
- **Contingency:** This is your "things are going very badly" option. It should avoid major roads entirely, relying on the smaller back roads and tertiary routes you mapped. It will be slow, but it should be viable when others are not.
- **Emergency:** This is your worst-case scenario, your last-ditch option. It may not even be a road, but a direction of travel, a series of unimproved trails, or a route on foot to a nearby rally point.

This is where all your hard work on transportation analysis pays off. Your overlays and reconnaissance notes are the source documents for creating a P.A.C.E. plan that is not a fantasy, but is grounded in the geographic reality of your AO.

This Week's Task: Building Your P.A.C.E. Plan

Your mission is to develop and document a full set of P.A.C.E. evacuation routes from your home (your Bullseye) to a designated rally point or safe location at least 50-100 miles away.

Step 1: Choose Your Destination. You cannot plan a route without a destination. For this exercise, select a specific, realistic rally point. This could be a relative's house, a friend's farm in another county, or a designated spot in a state or national forest.

Step 2: Assemble Your Transportation Intelligence. Lay out your base map and your "Transportation" overlay. Have your route reconnaissance notes from Week 10 handy.

Step 3: Plan Your Primary Route. * Using your map, plot the most obvious, fastest route to your destination. * Document this route on a "Route Reconnaissance Card" (use a fresh copy of the template from Week 10, or the one provided on the next page). * Even if you've driven it a hundred times, analyze it with your new intelligence-focused mindset. List its key chokepoints and vulnerabilities.

Step 4: Plan Your Alternate Route. * Now, assume your Primary route is completely blocked. * Find a viable alternate route that uses different roads, ideally the secondary state and county highways. It should not share any of the same critical chokepoints as your primary route. * Document this route on a new Route Reconnaissance Card.

Step 5: Plan Your Contingency Route. * Assume both your Primary and Alternate routes are blocked. * This will require you to use the smaller, tertiary back roads. This route will be slower and more complex. Use your detailed maps to piece it together. * Document this route on a third Route Reconnaissance Card.

Step 6: Define Your Emergency Option. * This is your "off-road" plan. What is your absolute last resort if all roads are impassable? * It might be: "Travel west on foot along the railroad tracks to the Johnson Creek bridge." or "Head north on the logging trails toward Patriot's Ridge." * Describe this option at the bottom of your Contingency route card.

Deliverable

A completed set of at least three **Route Reconnaissance Cards**, one each for your Primary, Alternate, and Contingency/Emergency evacuation routes. File these in your "Plans" section, under a new "Contingency" sub-tab.

Program Manager's Note

You have just created one of the most practical and life-saving products of this entire course. The difference between the set of cards you hold in your hand and a generic "bug-out plan" is immense. Your plan is not based on wishful thinking; it is based on ten months of detailed intelligence collection and analysis of your specific Area of Operations.

Now, take it one step further. Put these cards in your primary vehicle, along with a physical map or road atlas. A plan that only exists in a binder at home is useless if you are forced to evacuate on short notice. By creating this redundant, reality-based plan, you have dramatically increased your ability to adapt and overcome the friction and chaos of a real-world crisis. You have given yourself options, and options are freedom.

Workbook: Route Reconnaissance Card (P.A.C.E. Plan)

Make three copies of this page to document your Primary, Alternate, and Contingency routes.

ROUTE DESIGNATOR (P, A, C, or E): _____ **DESTINATION:**

_____ **DATE OF PLAN:** _____

FROM: Home Base **TO:** _____

TOTAL DISTANCE (miles): _____ **EST. TRAVEL TIME (Normal/Crisis):** ____ / ____

Turn/Step	Route/Road Name	Distance (miles)	Notes / Landmarks
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

CRITICAL POINTS & CHOKEPOINTS ALONG THIS ROUTE: *

_____*

RESOURCES & ASSETS ALONG THIS ROUTE (e.g., Gas, Hospitals): *

OVERALL ASSESSMENT & NOTES (Cell Service, Road Condition, etc.):

EMERGENCY (E) PLAN NOTES: *(If P, A, and C are all non-viable)*

Week 46: Logistics Planning - Resource Mapping

Objective: To apply the P.A.C.E. methodology to your personal logistics, identifying Primary, Alternate, and Contingency sources for critical life-sustaining resources.

Background

Last week, we applied the P.A.C.E. framework to movement. This week, we apply that same powerful methodology to the resources that sustain life: food, water, fuel, and medical supplies. Modern life runs on a "just-in-time" supply chain of incredible efficiency and terrifying fragility. As our research in Week 36 demonstrated, the grocery stores and gas stations we rely on are only the final, vulnerable link in a long chain. When that chain breaks, the shelves go empty and the pumps run dry with shocking speed.

A resilient individual or family cannot be entirely dependent on this fragile system. The core of logistical preparedness is building **redundancy**. It is the practice of ensuring that when your primary source for a critical item fails, you have already identified and planned for an alternate, and even a contingency, source.

The P.A.C.E. framework is the perfect tool for structuring this thought process. For each of your critical needs, you will identify four layers of sourcing:

- **Primary:** Your normal, everyday source (e.g., the local supermarket, the kitchen tap).
- **Alternate:** A different, backup source that you can access if the primary is unavailable (e.g., a different grocery store across town, stored bottled water).
- **Contingency:** A less ideal but still viable source for a more prolonged emergency (e.g., your long-term food storage, a local farm, a water filter for a nearby creek).
- **Emergency:** Your absolute last-ditch, worst-case option.

This is not a gear-buying exercise; it is an intelligence exercise. It requires you to use the detailed knowledge you have built about your AO—the locations of stores, farms, and natural resources—to create a deep, layered, and realistic logistics plan.

This Week's Task: Building Your Resource P.A.C.E. Plan

Your mission is to create a comprehensive P.A.C.E. plan for the four most critical resource categories: Food, Water, Fuel, and Medical.

Step 1: Assemble Your Intelligence. Have your Area Study binder ready. You will need to reference your maps of retail hubs, your hydrography overlay, your medical infrastructure map, and your notes on the local economy (like agricultural products).

Step 2: Plan for Food. Using the worksheet on the next page, fill out the P.A.C.E. chart for your food supply. * **Primary:** Your usual grocery store. * **Alternate:** Think redundancy. A different chain in another part of town? A bulk store like Costco? An ethnic market that may have a different supply chain? * **Contingency:** This is your personal stockpile. Long-term food storage (canned goods, freeze-dried meals). Also consider local farms, farmers' markets, or community gardens. * **Emergency:** Wild edible plants you have positively identified, hunting, or fishing.

Step 3: Plan for Water. Fill out the P.A.C.E. chart for water. * **Primary:** Your municipal tap water. * **Alternate:** Stored bottled water in your home. * **Contingency:** A known safe source outside your home (a neighbor's well, a trusted spring) OR a natural source from your hydrography map (river, lake, creek) *paired with a high-quality water filter and purification tablets.* * **Emergency:** Rainwater collection.

Step 4: Plan for Fuel. Fill out the P.A.C.E. chart for vehicle and generator fuel. * **Primary:** Your usual gas station. * **Alternate:** A different brand of gas station in another part of town. * **Contingency:** Properly stored and stabilized fuel at your home. * **Emergency:** Identifying locations with large bulk tanks (farms, marinas, construction companies) for potential post-crisis barter or sourcing.

Step 5: Plan for Medical. Fill out the P.A.C.E. chart for medical supplies and prescriptions. * **Primary:** Your usual pharmacy (e.g., Walgreens). * **Alternate:** A different pharmacy chain or a supermarket pharmacy. * **Contingency:** The local hospital pharmacy; your own well-stocked trauma and first aid kits. * **Emergency:** Your personal medical knowledge and training.

Deliverable

A completed "Resource P.A.C.E. Plan" worksheet. File this in your "Plans" section, under a new "Logistics" sub-tab.

Program Manager's Note

The worksheet you have just completed is the blueprint for your personal and family resilience. It is a plan that transforms you from a dependent consumer into a self-reliant logistical planner. Notice how your ability to fill out the "Alternate" and "Contingency" columns was a direct result of the detailed mapping and research you have been doing all year. You did not have to guess where other stores or resources were; you had already collected that intelligence.

This document is also a powerful diagnostic tool. Are any of your P.A.C.E. categories empty? If you have no "Contingency" plan for water, for example, you have just identified a critical vulnerability in your personal logistics. This worksheet provides a clear, prioritized "to-do" list for your preparedness efforts, based on a systematic and realistic assessment of your own supply chain.

Workbook: Resource P.A.C.E. Plan

Area of Operations: _____

Resource	(P) Primary	(A) Alternate	(C) Contingency	(E) Emergency
FOOD	My usual grocery store (e.g., Kroger on Main St.)			
WATER	Municipal Tap Water	Stored Bottled Water		Rainwater Collection
FUEL	My usual gas station (e.g., Shell on Hwy 12)			
MEDICAL	My usual pharmacy (e.g., CVS)			

Logistics Plan Analysis & To-Do List: *(Based on the chart above, what are the biggest gaps in your logistics plan? What are your top 3 priorities to address?)*

1. **Gap:** (e.g., "No contingency plan for water beyond stored bottles.") **Action:** (e.g., "Purchase a high-quality water filter and identify 2-3 local water sources from my hydro map.")

2. **Gap:** (e.g., "No long-term food storage.") **Action:** (e.g., "Begin purchasing one extra canned good each week to build a 30-day supply.")

3. **Gap:** (e.g., "No backup fuel supply.") **Action:** (e.g., "Purchase approved fuel cans and stabilizer; establish a safe storage location.")

Week 47: Threat Planning - Scenario Development

Objective: To translate your high-level threat assessment into specific, actionable plans by developing a simple course of action for your #1 "Most Likely" and #1 "Most Dangerous" scenarios.

Background

Over the past few weeks, we have been building foundational plans for security, evacuation, and logistics. These are the essential building blocks. Now, we must stress-test them against the specific threats you have already identified as being the most relevant to your Area of Operations. A plan is only useful if it is designed to address a credible problem.

In Week 42, you produced your Executive Summary, which included a section on "Primary Threats & Most Likely Scenarios." This was the culmination of all your analysis, where you prioritized the dangers facing your AO. We will now revisit that assessment and build a focused plan for the two most critical scenarios:

1. **The Most Likely Scenario:** This is the threat you are most likely to face. It may not be the most catastrophic, but its high probability makes it the top priority for practical, day-to-day preparedness. This is often a weather-related event like a severe winter storm or a hurricane.
2. **The Most Dangerous Scenario:** This may be a lower-probability event, but its consequences would be so severe that it demands a dedicated plan. This could be a major earthquake, a large-scale civil disturbance, or a long-term grid-down event.

By creating a simple, one-page plan of action for each of these scenarios, you move from abstract threat identification to concrete, practical preparedness. You are answering the final, most important question: "Now that I know what the primary threats are, what am I actually going to *do* about them?"

This Week's Task: Wargaming Your Top Threats

Your mission is to develop a simple but effective plan of action for your two priority scenarios. This task will require you to synthesize and apply all the planning you have done in the last month.

Step 1: Revisit Your Executive Summary. Take out your Executive Summary from your binder. Review your "Primary Threats & Most Likely Scenarios" section. Confirm that these are still your top two priorities based on everything you know.

Step 2: Plan for the "Most Likely" Scenario. * Take a blank copy of the "Scenario Action Plan" worksheet from the next page. * Clearly state the scenario at the top (e.g., "Severe Winter Storm with 3-7 Day Power Outage"). * Go through each category on the worksheet and brainstorm a simple, clear plan. This is an open-binder test. Use your P.A.C.E. plans for security, logistics, and evacuation to inform your answers. * **Key Questions to Answer:** What are the specific triggers or indicators that would cause you to activate this plan? What is your immediate first action? How will your security posture change? What is your communication plan?

Step 3: Plan for the "Most Dangerous" Scenario. * Take a second blank copy of the "Scenario Action Plan" worksheet. * Clearly state the scenario at the top (e.g., "Large-Scale Civil Disturbance / Riot in Downtown"). * Repeat the process. Go through each category and develop your plan. * Notice how your plan for this scenario might be very different. Your decision on whether to shelter-in-place or evacuate might change. Your primary security concerns will be different. Your logistics plan will focus on different resources.

Deliverable

Two completed "Scenario Action Plan" worksheets, one for your "Most Likely" threat and one for your "Most Dangerous" threat. File these in your "Plans" section, under your "Contingency" sub-tab.

Program Manager's Note

This is a capstone application exercise. The plans you created this week are the sharp point of the spear. They are the direct, practical application of every single piece of intelligence you have gathered over the past eleven months.

Notice the clarity and confidence with which you were able to fill out these sheets. Two months ago, your answers would have been vague guesses. Now, they are informed by a deep, multi-layered understanding of your environment. You didn't have to guess about evacuation routes; you had a P.A.C.E. plan. You didn't have to guess about a response time; you had already calculated it. You didn't have to guess about the nature of a civil disturbance; you had already mapped the ideological groups and their flashpoints.

This is the proactive advantage made manifest. You have now thought through the worst days *before* they happen, from a position of calm, analytical strength. This mental preparation is a powerful form of psychological resilience that will serve you well when others are panicking.

Workbook: Scenario Action Plan

Make two copies of this page.

Scenario: _____

Category	Plan of Action
Indicators / Triggers (What specific events or warnings would cause you to activate this plan?)	
Immediate First Action (What is the very first thing you do?)	
Shelter-in-Place or Evacuate? (What is your primary decision, and what is the trigger to switch to the other?)	
Security Posture (How do your security procedures change? Increased observation, locking gates, etc.)	
Logistics / Resource Priorities (What are the top 3 resources you need to secure? E.g., Water, Fuel, Medical.)	1. 2. 3.
Communications Plan (How will you get information? How will you contact family members?)	
Key AO-Specific Considerations (What unique factors from your Area Study are most important for this scenario? E.g., "Avoid Miller Bridge," "Monitor local militia chatter.")	

Success Criteria: (What does a successful outcome look like for this scenario? E.g., "Family is safe, secure, and supplied for 7 days with no outside contact.")

Part 4: Quarter 4 - Synthesis, Application & Maintenance

Week 48: Creating Your Indicator & Warning System

Objective: To develop a personalized list of 10-15 key "Indicators" that will serve as an early warning system, triggering you to investigate potential changes in your Area of Operations.

Background

You have created an incredible asset. The binder you have assembled represents a detailed, high-resolution snapshot of your operational environment as it exists today. However, the most common and critical mistake an analyst can make is to place that binder on a shelf and consider the job "finished."

Your environment is not a static photograph; it is a live, streaming video. It is constantly changing. To keep your hard-won intelligence from going stale, you must transform your project into a permanent habit of mind. But you cannot possibly track every piece of information all the time. The sheer volume would be overwhelming. You need a system to help you focus on what's important. This system is known as **Indicators and Warnings (I&W)**.

- An **Indicator** is a discernible piece of information or an observable event that suggests a change in the state of the environment. Think of it as your environment's "check engine light." It doesn't always mean catastrophe is imminent, but it signals that something has changed from the baseline and requires your attention.
- A **Warning** is an indicator, or a group of indicators, that suggests a negative or threatening change is imminent or already underway.

Your job is to pre-identify a list of simple, easy-to-observe indicators across the PMESII-PT domains. When you observe one of these indicators in your daily life, it acts as a mental tripwire. It doesn't trigger panic; it triggers a process. It prompts you to open your binder, review the relevant section, and ask the all-important question: "So what?"

This Week's Task: Setting Your Tripwires

Your mission is to create a personalized checklist of 10-15 indicators that are specifically relevant to your AO and easy for you to observe.

Step 1: The Brainstorm. Review your entire Area Study, especially your SWOT analysis and your list of Primary Threats. What are the precursor events or conditions that would signal that one of those threats is becoming more likely?

Step 2: Select Indicators Across the PMESII-PT Domains. To ensure a balanced view, choose at least one indicator from most of the eight domains. Below are examples to get you started. Your list should be tailored to your AO.

- **(P) Political:** A sudden, unusual proliferation of yard signs for a non-incumbent candidate. Unusually heated rhetoric at a town council meeting.
- **(M) Military / LE:** A noticeable increase or decrease in police patrols in your neighborhood. A public announcement that the Sheriff's Office is acquiring new, specialized equipment (like armored vehicles).
- **(E) Economic:** A steady rise in local gas prices over three consecutive weeks. An increase in "For Lease" signs in downtown storefronts. Noticeable shortages of specific staple items on grocery store shelves.
- **(S) Social:** A sudden spike in graffiti related to a specific ideological group. The public announcement of a protest and a counter-protest planned for the same time and location (this is a **Warning**).
- **(I) Infrastructure:** The appearance of survey markers and utility flags along a major road (Indicator of impending construction and future disruption).
- **(I) Information:** A dramatic shift in the tone of the local newspaper's editorials. An explosion of a specific rumor across local social media groups.
- **(P) Physical Env:** The county officially declares a "Drought Watch." News reports of a nearby wildfire that is less than 20% contained.
- **(T) Time:** The approaching anniversary of a past contentious local event (a riot, a controversial vote, etc.).

Step 3: Refine Your Final List. Review your brainstormed list and select the 10-15 indicators that are both highly relevant to your AO's specific vulnerabilities and easy for you to observe in your daily routine (driving to work, reading the local news, etc.).

Deliverable

A personalized "Indicators & Warnings Checklist" with 10-15 specific, observable indicators. File this in your "Plans" section, under a new "Maintenance" or "Assessment" sub-tab.

Program Manager's Note

This checklist is one of the most powerful mental tools you will develop. You have just programmed your brain what to look for. You are no longer just a passive commuter driving through town; you are now an active scanner, constantly and subconsciously comparing the world you see against the baseline of "normal" you've established over the past year.

When one of your indicators is tripped, you will feel a mental "click." That is the signal to engage your analytical process. This system is a massive shortcut. It allows you to focus your limited time and

attention on the signals that actually matter, dramatically speeding up your OODA Loop. It is the core habit that will allow you to keep your Area Study a truly living document and to maintain the proactive advantage you have worked so hard to build.

Workbook: Indicators & Warnings Checklist

Area of Operations: _____

Domain	Indicator / Warning
(P) Political	
(M) Military / LE	
(E) Economic	
(S) Social	
(I) Information	
(I) Infrastructure	
(P) Physical Env.	
(T) Time	
(Other)	
(Other)	
(Other)	
(Other)	
(Other)	
(Other)	
(Other)	

Week 49: Scheduling Your Updates (The Assessment Cycle)

Objective: To transform your Area Study from a one-time project into a sustainable, long-term habit by scheduling a tiered system of regular reviews on your personal calendar.

Background

A process that is not scheduled is a process that will not happen. We have spent an entire year building a powerful intelligence tool and cultivating the mindset of an analyst. The final step is to ensure this effort does not wither away. The greatest threat to your Area Study now is not a dramatic event, but the slow, quiet creep of irrelevance.

To combat this, we must make the maintenance of your intelligence file a simple, manageable, and scheduled part of your life. A "living document" cannot live without regular care and attention. If the task of "keeping the binder updated" feels like a monolithic chore, you will procrastinate and eventually abandon it. But if we break it down into a tiered system of small, regular tasks, it becomes an easy and sustainable routine.

We will formalize this routine with a three-tiered **Assessment Cycle**:

1. **The Weekly Scan:** A brief, low-effort check-in to maintain basic situational awareness and spot major new developments.
2. **The Quarterly Deep Dive:** A more focused review of a specific portion of your study, ensuring that every section gets a detailed look at least once a year.
3. **The Annual Full Review:** A top-to-bottom refresh of the entire product to validate all key facts and re-synthesize your overall assessment.

By putting these specific appointments on your calendar—just like a dental check-up or an oil change—you are committing to the long-term health and viability of your most important preparedness asset. You are turning a project into a permanent discipline.

This Week's Task: Putting It on the Calendar

Your mission this week is simple but profoundly important: to take out your personal calendar (digital or physical) and schedule your Assessment Cycle for the next 12 months.

Step 1: Schedule Your Weekly Scan. * Choose a consistent 15-30 minute time slot that works for you every week. A Sunday evening is often a good time to review the past week and prepare for the one

ahead. * Create a **recurring weekly appointment** on your calendar. Title it "**Weekly Intel Scan.**" * **The Task:** During this slot, you will skim the headlines of your primary local news source, check the social media feeds of your county EMA and Sheriff's Office, and spot-check for any of your key "Indicators" from last week.

Step 2: Schedule Your Quarterly Deep Dives. * These are longer, 1-2 hour sessions. Schedule one for each of the next four quarters. * **Q1 Appointment (Three months from now):** Title it "**AO Deep Dive: Physical & Infrastructure.**" Your task will be to review those specific sections of your binder. * **Q2 Appointment (Six months from now):** Title it "**AO Deep Dive: Social & Information.**" * **Q3 Appointment (Nine months from now):** Title it "**AO Deep Dive: Political, Military, Economic.**" * **Q4 Appointment (Twelve months from now):** Title it "**AO Deep Dive: Plans & Assessments.**" Your task will be to review your security, contingency, and logistics plans.

Step 3: Schedule Your Annual Full Review. * This is a half-day (3-4 hour) commitment. * Look at your calendar exactly one year from now and block out a significant chunk of time. * Title the appointment: "**Annual Area Study Review & Rewrite.**" * This is your "hard reset," where you will go through the entire binder page-by-page, update all your key contact lists, print fresh maps if needed, and, most importantly, rewrite your Executive Summary from scratch based on your new, updated understanding.

Deliverable

Your personal calendar, now populated with recurring "Weekly Intel Scan" appointments, four "Quarterly Deep Dive" appointments, and one "Annual Area Study Review" appointment for the coming year.

Program Manager's Note

This may be the simplest task you've had all year, but it is the one that will determine the long-term success of your entire effort. You have just built the institutional framework to keep your intelligence from expiring. By putting these appointments on your calendar, you have made a tangible commitment to yourself and this process.

This disciplined schedule is the final key that transforms preparedness from a frantic, reactive scramble into a calm, steady, and professional routine. It is the habit that ensures the knowledge you have worked so hard to build will remain your most powerful and reliable tool for mastering your environment, no matter how much it may change. The project phase is ending, and the discipline phase is beginning.

Workbook: Assessment Cycle Schedule Confirmation

Use this space to confirm that you have added your update routine to your personal calendar for the next 12 months.

My Scheduled Routine:

Weekly Scan: * **Day of the Week:** _____ * **Time:** _____
* **Status:** [] **Scheduled on my calendar.**

Quarterly Deep Dives: * **Q1 (Physical/Infrastructure) Date:** _____ * **Q2 (Social/Information) Date:** _____ * **Q3 (Political/Military/Econ) Date:** _____ * **Q4 (Plans/Assessments) Date:** _____ * **Status:** [] **All four sessions are scheduled on my calendar.**

Annual Full Review: * **Date Scheduled:** _____ * **Status:** [] **Scheduled on my calendar.**

Commitment: *(Initial here to confirm your commitment to maintaining this living intelligence file.)*

Initials: _____

Week 50: The Communications Plan

Objective: To develop a simple, robust, and realistic communications plan for your family or group, based on your specific knowledge of your AO's communications infrastructure and its vulnerabilities.

Background

In a crisis, the fog of war descends quickly. Rumor replaces fact, and uncertainty breeds fear. The ability to communicate—to receive accurate information and to confirm the status of your loved ones—is a lifeline. It is a critical tool for coordination and a powerful antidote to panic. However, as our research in Week 15 showed, the modern communications network we rely on is a fragile system. Cell towers can be overwhelmed or lose power. Fiber optic lines can be cut. Dead zones can become dangerous information vacuums.

A communications plan that simply assumes cell phones will work is not a plan; it is a prayer. A resilient plan, like the P.A.C.E. plans we have already built, must have layers of redundancy. It must be based on a realistic assessment of the infrastructure's limitations and provide clear, simple guidance for what to do when your primary method of communication fails.

Your Area Study gives you a unique advantage in creating this plan. You know where the cell towers are. You know where the dead zones are on your evacuation routes. You know the formal channels for emergency information. You can now use this intelligence to build a communications plan that is tailored to the specific realities of your AO.

This Week's Task: Building Your Comms Plan

Your mission is to create a simple, one-page communications plan for your family or group. This plan should be easy to understand, easy to remember, and practical enough to work under stress.

Step 1: Assemble Your Intelligence. Pull out the following documents from your binder: * Your "Water & Comms" overlay (showing towers and dead zones). * Your "Information Networks Roster" (listing formal alert systems). * Your P.A.C.E. evacuation route cards.

Step 2: Define Your "Rally Points." A comms plan needs pre-determined locations. * **In-Home Rally Point:** An obvious, safe location inside your home (e.g., the basement). * **Neighborhood Rally Point:** A location within easy walking distance if your home is compromised (e.g., the large oak tree at the end of the street). * **Out-of-Town Rally Point:** A location outside your AO, often the same as your evacuation destination, where everyone will meet if a large-scale evacuation separates you.

Step 3: Establish Your P.A.C.E. Comms Methods. Using the worksheet, define your primary, alternate, and contingency methods of communication. * **Primary:** Normal cell phone calls and text messages. * **Alternate:** Think of other networks. Social media direct messages? Email? A specific messaging app like Signal or Telegram? * **Contingency:** Non-cellular methods. Do you have two-way radios (GMRS/ham)? A satellite messenger (like a Garmin inReach)? This also includes physically going to a rally point. * **Emergency:** Your last-ditch method, such as leaving a note in a pre-determined, hidden location.

Step 4: Designate an Out-of-State Contact. * In a regional disaster, local phone circuits can be overwhelmed, making it impossible to call across town. However, calls to a different state may still go through. * Designate a trusted relative or friend who lives several states away to be your family's central "message hub." In a crisis, everyone in your family calls *this one person* to check in and leave messages for others.

Step 5: Consolidate the Plan. Fill out the "Family Communications Plan" worksheet on the next page. Once completed, make a wallet-sized copy for every member of your family.

Deliverable

A completed, one-page "Family/Group Communications Plan." File the master copy in your "Plans" section and distribute copies to all relevant members.

Program Manager's Note

The plan you have created this week is one of the most important practical applications of your Area Study. Your P.A.C.E. methods are not just a random list; they are informed by your knowledge of the local infrastructure. You know which evacuation routes have dead zones, which makes non-cellular options like a satellite messenger a logical priority. You know the official alert systems, so they are part of your information-gathering plan.

The most critical part of this plan, however, is **sharing it**. A plan that only exists in your head is useless. Every member of your family or group must know the rally points, the comms methods, and the out-of-state contact. Practice it. Quiz your children. Make sure the out-of-state contact knows their role. A well-rehearsed communications plan is a powerful tool that builds confidence and dramatically reduces the chaos and fear of the unknown.

Workbook: Family/Group Communications Plan

Print and distribute copies of this completed page to all members.

RALLY POINTS:

1. In-Home Rally Point: (If separated in the house)	2. Neighborhood Rally Point: (If the home is unsafe)	3. Out-of-Town Rally Point: (If evacuated/separated)

COMMUNICATIONS P.A.C.E. PLAN:

(P) Primary:	(A) Alternate:	(C) Contingency:	(E) Emergency:
Cell Phone Calls & Texts			

OUT-OF-STATE EMERGENCY CONTACT: *(This person is our central message hub. Call them to check in and leave messages for others.)*

Name:	Phone Number:	Relationship:

KEY INFORMATION SOURCES: *(Where we will get official, trusted information)*

Primary Source:	Secondary Source:
NOAA Weather Radio	County Emergency Alert System (text/email)
Radio Station: _____	Official Website/Social Media: _____

CRITICAL CONTACT INFORMATION:

Name	Cell Phone	Work/Other Phone
Police/Fire/EMS:	911	Dispatch Non-Emergency: _____
Poison Control:	1-800-222-1222	Utility Company: _____

Week 51: Briefing the Stakeholders

Objective: To synthesize your entire Area Study and Action Plans into a concise, 15-minute briefing to share with your key stakeholders (spouse, family, or group members).

Background

Intelligence that is not disseminated to the decision-makers is useless. Throughout this entire year, you have served as the primary intelligence collector and analyst for your family or group. You have built a deep and nuanced understanding of your environment. But if that knowledge remains locked away in your binder and in your head, it cannot be acted upon by the very people you are trying to protect.

Your family or group members are your key **stakeholders**. They are the "decision-makers" who need to understand the "why" behind the plans you have created. Why is a specific evacuation route chosen? Why is a particular rendezvous point selected? Why is a certain amount of water stored? A plan that is simply dictated without context is a plan that will be poorly executed or forgotten under stress. A plan that is understood and bought into by everyone is a plan that will work.

The **intelligence briefing** is the professional's tool for communicating complex information efficiently and effectively. It is a structured, concise presentation designed to give the audience the most critical information they need to make informed decisions. This week, your task is to step into the role of the briefer and distill nearly a year's worth of work into a powerful, persuasive, and actionable presentation.

This Week's Task: Preparing and Delivering "The Brief"

Your mission is to create a simple, 15-minute briefing that summarizes your key findings and presents your action plans to your family or group. The goal is not to lecture, but to inform, build consensus, and ensure everyone is on the same page.

Step 1: Assemble Your Key Products. Your briefing will be built directly from the highest-level documents you have already created. Pull out the following from your binder: * Your **Executive Summary** (This is the core of your briefing). * Your **P.A.C.E. Route Cards**. * Your **Resource P.A.C.E. Plan**. * Your **Scenario Action Plans**. * Your **Family Communications Plan**. * Your large-format **Base Map with Overlays**.

Step 2: Structure Your 15-Minute Briefing. A good briefing has a clear, logical flow. Use the "5-5-5" structure below as your guide.

- **Part 1: The Situation (5 Minutes):**

- Start with your **Overall Assessment** from the Executive Summary. (e.g., "I've spent the last year doing a deep dive on our local area. My bottom line is that while our community is strong, it has some key weaknesses we need to be prepared for.")
- Show them the map and overlays. Briefly point out the **Top 3 Vulnerabilities** you identified (e.g., the Miller Bridge chokepoint, the substation in the flood plain, the fragile supply chain). This is the "why."
- Briefly cover the **Top 2 Threats** (your "Most Likely" and "Most Dangerous" scenarios).

- **Part 2: Our Mission & Plan (5 Minutes):**

- State your mission: "Our goal as a family is to be prepared, resilient, and able to take care of ourselves and each other during a crisis."
- Briefly present your three core plans, explaining what they are and where to find them.
- **Evacuation Plan:** Show them the P.A.C.E. route cards.
- **Logistics Plan:** Show them the Resource P.A.C.E. plan.
- **Communications Plan:** Show them the Comms Plan card.

- **Part 3: Our Actions & Discussion (5 Minutes):**

- This is the "what we need to do" part.
- Hand out wallet-sized copies of the Communications Plan to everyone.
- Review your Scenario Action Plans. What are the key triggers? What is everyone's role?
- Open the floor for questions. The goal is buy-in and shared understanding.

Step 3: Schedule and Deliver the Briefing. * Schedule a specific time for your briefing when you will have everyone's undivided attention. Treat it as an important family meeting. * Keep it concise, confident, and calm. Your goal is to empower, not to frighten.

Deliverable

1. A set of simple notes or index cards outlining your "5-5-5" briefing plan.
2. The successful delivery of your briefing to your family or group.

Program Manager's Note

This is the week where your solitary work becomes a team effort. The act of briefing is a leadership task. By clearly and concisely communicating the risks and the corresponding plans, you are transforming your family from a group of individuals into a prepared and coordinated team.

Don't be discouraged if you get a lot of questions or even some pushback. That is a sign of engagement. A good briefing starts a conversation. It's an opportunity to refine your plans, clarify roles, and build the shared mental model that is essential for effective teamwork under pressure. You have spent a year

becoming the expert on your environment; this is your opportunity to share that expertise with the people who matter most. You have successfully completed the final "Dissemination" phase of the Intelligence Cycle.

Workbook: Briefing Preparation Notes

Audience (Stakeholders): _____

Part 1: The Situation (5 min) * Overall Assessment (BLUF):

_____ * **Vulnerability 1 (Show on map):**
_____ * **Vulnerability 2 (Show on map):**
_____ * **Vulnerability 3 (Show on map):**
_____ * **Threat 1 (Most Likely):**
_____ * **Threat 2 (Most Dangerous):**

Part 2: Our Mission & Plan (5 min) * Mission Statement: To be a prepared, resilient, and coordinated team. * **Brief Plan 1 (Evacuation):** Introduce P.A.C.E. routes. * **Brief Plan 2 (Logistics):** Introduce Resource P.A.C.E. * **Brief Plan 3 (Comms):** Introduce the Comms Plan.

Part 3: Our Actions & Discussion (5 min) * Action 1: Distribute wallet cards of the Comms Plan. * **Action 2:** Review key "triggers" from Scenario Action Plans. * **Action 3:** Review Rally Points. * **Action 4:** Questions & Answers.

Post-Briefing Debrief: *(After the briefing, what were the key questions or concerns raised? What needs clarification or refinement in the plans?)*

Week 52: Year-End Review & The Proactive Advantage

Objective: To conduct a final review of your entire year's work, reflect on your personal transformation, and write a concluding statement on how this project has permanently changed your perception of your environment.

Background

Fifty-two weeks ago, you began a mission. You started with a blank binder, an empty map, and a commitment to replace uncertainty with knowledge. You embarked on a structured, professional-grade process to deconstruct, analyze, and ultimately understand the complex environment in which you live. Today, you stand at the finish line of this marathon.

This final week is not about collecting new data or creating new plans. It is about reflection and recognition. It is a moment to take stock of the monumental task you have completed and to appreciate the profound strategic advantage you have earned.

You have moved systematically through the entire Intelligence Cycle. You **Planned** your work by scoping your AO and building your frameworks. You **Collected** a vast repository of multi-domain intelligence, layer by painful layer. You **Analyzed** that data, connecting the dots and synthesizing it into a coherent strategic picture. And you **Produced** a finished intelligence product and a series of robust, reality-based plans.

The true value of this year, however, is not the binder you are holding. It is the analyst you have become. It is the new, disciplined way you see the world. This is the **proactive advantage**—the ability to see the systems, anticipate the consequences, and make better decisions, faster. It is the quiet confidence that comes from having done the work when others have not.

This Week's Task: The Final Debrief

Your mission is to conduct a final, personal review of your journey and to document your own transformation.

Step 1: The Final Review. * Set aside at least an hour of quiet, uninterrupted time. * Lay out your entire Area Study binder, all your overlays, your base map, and this workbook. * Go through it page by page, from your initial Mission Statement in Week 1 to the briefing notes you prepared last week. * As you review, don't just look at the data; reflect on the process of discovering it. Remember the "aha!" moments when you saw a new connection. Appreciate the sheer volume and quality of the intelligence you have created from scratch.

Step 2: The Personal Reflection. * Think back to who you were in Week 1. What were your primary concerns and fears then? How did you see your community? * How has that perception changed? Do you drive through your town differently now? Do you read the local news with a more critical eye? * What was the single most surprising or impactful piece of intelligence you uncovered over the past year? * How has this process changed your approach to preparedness and personal responsibility?

Step 3: Write Your Concluding Statement. * On the final workbook page, you will write one last paragraph. This is your personal "after-action report." * The prompt is simple: "**How has the process of creating this Area Study permanently changed my perception of my environment and my place within it?**" * Write honestly and thoughtfully. This is your testament to the journey you have completed.

Deliverable

Your completed Area Study binder and a finalized, personal concluding statement written on the next page, marking the successful completion of your 52-week mission.

Program Manager's Note

Congratulations. Mission complete.

The binder on your table is a tool of immense value, but the true asset is the new software running in your mind. You have cultivated the mindset of an analyst—a permanent habit of observing, orienting, and analyzing your environment with clarity and discipline. This mindset costs nothing, weighs nothing, and can never be taken from you.

The journey you began 52 weeks ago does not truly end here. Your Assessment Cycle is on the calendar. The discipline of the weekly scan and the quarterly review is now yours to practice. The proactive advantage is not a one-time achievement; it is a state that must be maintained.

Look at the binder you have created. It is the physical proof of your dedication. It is a symbol of a promise you made to yourself: a promise to see the world clearly, to think critically, to prepare intelligently, and to no longer be a passive observer of the forces that shape your life. You have chosen knowledge over fear. And that is the most powerful choice of all. Welcome to the proactive advantage.

Workbook: My Final Reflection

Project Start Date: _____ **Project End Date:** _____

How has the process of creating this Area Study permanently changed my perception of my environment and my place within it?

Project Status: Complete. Maintenance Phase Initiated.

Conclusion: The View from the Summit

Fifty-two weeks ago, you stood at the base of a mountain shrouded in fog. You knew the landscape around you was vast, complex, and filled with potential hazards, but the details were obscured. The path forward was unclear. All you had was a map, a compass, and the commitment to take the first step.

Today, you stand at the summit. The fog has lifted.

Take a moment and look at the binder on your desk. Feel its weight. Flip through its pages. Look at the hand-drawn overlays, the detailed worksheets, the synthesized intelligence reports, and the robust, reality-based plans. This is not a book you have read; it is a world you have built. It is the tangible, undeniable proof of a year dedicated to discipline, curiosity, and a relentless pursuit of clarity. You did not just complete a project; you have forged an instrument of power.

The Anatomy of an Achievement

What you have accomplished over the past year is twofold. First, you have created a tangible asset of immense value. Your Area Study binder is the single most comprehensive, personalized, and actionable intelligence file on your community in existence. It contains a level of multi-domain, synthesized knowledge that is likely unmatched by anyone in your Area of Operations, save for a handful of dedicated professionals. You have mapped the physical terrain, the critical infrastructure, the human landscape, and the hidden networks of power and influence. You have done the hard, unglamorous work of turning raw data into genuine intelligence.

But the binder, as valuable as it is, is only the secondary achievement. The primary achievement is the one that has taken place inside your own mind. You have fundamentally rewired your perception. You have installed new software, a new operating system for viewing the world not as a series of random, chaotic events, but as an interconnected system of systems. You have cultivated the mindset of an analyst.

From Resident to Analyst: The Transformation

Think back to who you were in Week 1. You were a resident. Today, you are an analyst. The difference is profound.

You no longer see just a bridge; you see a critical chokepoint, know its vulnerabilities, and have already planned three ways around it.

You no longer just hear a news report about a political debate; you understand the historical context, the social fault line it sits upon, and the ideological groups who will be energized by it.

You no longer just see a severe weather warning; you see a direct threat to a specific, vulnerable electrical substation and can anticipate its cascading effects on the water supply and local communications.

You have moved from being a passive consumer of information to being an active producer of intelligence. You have learned to filter signal from noise, to differentiate between verified fact and panicked rumor, and to ask the relentless, all-important question: "So what?" This ability to generate your own clarity in a world saturated with information is the ultimate skill of the 21st century.

The Living Document: Why the Mission Continues

The view from the summit is clear, but the landscape below is not static. The world is a living, breathing entity, constantly in flux. A new subdivision is approved, a major employer lays off workers, a new political figure emerges. Your Area Study is a high-resolution photograph of your environment as it is today. To remain a tool of power, it must become a live video.

This is not a cause for dismay, but a call to a new, more sustainable phase of your mission. The hardest part is over. You have already done the monumental work of building the entire structure from the ground up. The mission now transitions from construction to stewardship. Your task is to keep this powerful tool sharp and relevant, and you have already built the system to do so.

Your Indicators and Warnings checklist is your early warning system. Your scheduled Assessment Cycle is your disciplined routine. The weekly scan, the quarterly deep dive, and the annual review are not chores; they are the simple habits that will protect your investment and ensure that your hard-won knowledge never goes stale. An outdated intelligence file can create a false and dangerous sense of security. A living intelligence file is a source of perpetual confidence.

The Proactive Advantage

Look once more at the work you have done. This journey was never truly about fear of the unknown. It was about the empowerment that comes from confronting the unknown and systematically turning it into the known. You have replaced vague, free-floating anxiety with a calm, clear-eyed assessment of credible risks—risks for which you now have a plan.

You have become the steward of your own safety, the intelligence officer for your family, the local expert for your community. In a crisis, when others are scrambling to observe and orient in the midst of

chaos, you will be the one who has already done the work. You will be the calm, informed voice when others are panicking. You will be the one with a map, a plan, and the clarity of mind to lead.

This is the proactive advantage. It is the quiet confidence that comes not from bravado, but from preparation. It is the resilience that comes from understanding. You began this journey to learn about your environment, but in the process, you have learned a great deal about yourself—about your capacity for discipline, your analytical skill, and your commitment to being a protector.

You did not just study your environment. You have learned to master it. And in doing so, you have begun to master yourself.